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Measures for Research on Small Unit Preparedness for Combat Effectiveness

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MEASURES FOR RESEARCH ON SMALL UNIT PREPAREDNESS FOR COMBAT PERFORMANCE EFFECTIVENESS

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MEASURES FOR RESEARCH ON SMALL UNIT
PREPAREDNESS FOR COMBAT EFFECTIVENESS

INTRODUCTION

The U. S. Army Research Institute for the Behavioral and Social Sciences (ARI) has initiated a program of research to determine the home station conditions and techniques important to unit preparedness for combat. In this program, the home station domains investigated have been leadership, motivation, cohesion, training management, training resources, personnel characteristics, personnel stability, and their interaction. Unit performance at the U. S. Army's Combat Training Centers (CTCs) serves as the primary indicator of unit combat effectiveness. The ARI elements performing this research have included: the Presidio of Monterey Field Unit (focus on unit performance measurement and home station determinants in heavy combat units); the Fort Benning Field Unit (focus on light infantry units); and the Leadership and Motivation Technical Area (focus on cohesion, motivation, and leadership).

A longitudinal design and variety of data collection methods have been used to describe home station conditions. Specifically, data collection in a unit started with administration of questionnaires at a period (referred to as "base") of four to six months prior to its participation in a CTC exercise. Along with that questionnaire administration, ARI began to assemble unit records pertinent to personnel quality, personnel stability, and the training and preparation during the subsequent period. In the two-to-four-week period prior to a unit's deployment to a CTC (referred to as "pre"), unit members again responded to questionnaires. After a unit's rotation, ARI also assembled the unit performance data routinely collected at the CTCs. These CTC data were augmented by performance ratings made by the CTC observer-controllers (OCs) who monitor the CTC exercises. The participating soldiers and leaders also rated their own unit's CTC performance in response to questionnaires administered during a period of two to four weeks after the CTC rotation (referred to as "post").

The data collected by all methods are needed for understanding the various issues investigated in the determinants program. Data collected through two sets of measures will be most commonly used for research on issues in the areas of leadership, cohesion, and motivation. One set consists of scales measuring home station unit conditions. These scales were in the questionnaires administered to the members of platoons--squad members, squad leaders, platoon sergeants, and platoon leaders--during the base and pre periods of data collection. The other set consists of the scales measuring platoon CTC performance that were formed from the ratings of OCs and unit members.

The purpose of this report is to describe the scales administered to rate platoon CTC performance and to measure home station conditions prior to a platoon's deployment to a CTC.

Future reports on relationships among these measures will reference this report to describe (and perhaps shorten the description of) the methods used to investigate the particular issues addressed in the report. For both the platoon home station questionnaire and the measures of platoon performance, this report provides a background on the design and development of the scales and the instruments through which they were administered. An overview of the methods used to collect data through the instruments follows. Results on the obtained properties of the scales are then described. Appendixes contain the details of these results. The report ends with a discussion of the scale properties with an emphasis on factors for consideration in use of the data collected through the scales.

HOME STATION PLATOON QUESTIONNAIRE

Background on Questionnaire Development

The questionnaire administered to platoon members prior to CTC rotations (that is, at base and pre) focused on the platoon as the unit for description. The platoon was chosen because it tends to be the smallest organizational element with properties appropriate to the research program, including commissioned officer leadership and training plans and activities varying from other elements at the same level. Experience also indicated that the platoon is the smallest element on which performance measures could be meaningfully collected across rotations at the CTCs.

The domains of home station conditions and the issues examined within them drove selection of the constructs measured by the platoon questionnaire. The research domains and issues required data collection on two general types of constructs that represented unit conditions. One type consisted of constructs that represent determinants or predictors of unit effectiveness in the domains of home station leadership, motivation, cohesion, and (to a lesser extent, given the issues that the questionnaire data addressed) training. The second type of construct represented conditions that mediate either (1) the impact of candidate determinants on unit effectiveness, or (2) the likely effectiveness of interventions for improving unit conditions in the domains investigated.

Table 1 summarizes the constructs planned for measurement through multiple-item scales in the platoon-level base and pre questionnaires. In Table 1, the constructs are identified as either "determinants" or "mediating factors." Table 1 also presents the "variable name" by which a construct is referenced later in the report. Appendix A presents for each construct the questionnaire items that were to be aggregated to form a scale measuring the construct. As review of Appendix A will indicate, the questionnaires also contained several one-item scales for measuring conditions pertinent to training (scheduling and

Table 1

Constructs Measured through the Platoon-Level Base and Pre Questionnaires

Constructs of Principal Determinants

Motivation

Job Involvement (JOBINV)

CTC Motivation (CTCMOTIV)

Cohesion

Horizontal Bonding among Squad Members (SMHBOND)

Horizontal Bonding among Leaders in Platoon (LHBOND)

Vertical Bonding of Platoon to Company Leaders (LVBOND)

Pride in Platoon (PPRIDE))

Pride in Company (CPRIDE)

Organizational Identification (ORGID)

Leadership Competencies

Motivating Subordinates (MOTSUB)

Soldier Team Development (TMDEV)

Teaching/Training (TEACH)

Planning (PLAN)

Communicating (COM)

Supervision (SUPV)

Initiative (INIT)

Training Effectiveness (TRANEFF)

Constructs of Home Station Mediating Factors

Incentives Utilization (INCENTIV)

Job Satisfaction (JOBSAT)

Company Learning Climate (COCLIM)

Training Management Style (TRANMGMT)

CTC Experience Expectations (CTCEXPER)

Leader Initiating Structure (STRUCT)

Leader Consideration (CONSID)

Stress with Superior (STRESS)

Overall Leadership Skills (LDR)

Platoon Effectiveness (PLTEFF)

Note. This table lists the constructs measured through multiple items; it also lists, in parentheses, the corresponding variable names used later in the report. Variable names for the leadership constructs (e.g., the leadership competencies and stress with superior) contain added characters (placed at the ends of the characters listed) to identify the leader measured (CC = Company Commander; PL = Platoon Leader; PS = Platoon Sergeant; and SL = Squad Leader).

resources), unit personnel stability, and the Army career experiences of soldiers and leaders.

Many of the constructs were measured by scales that had been tested in a pilot questionnaire administered in two battalions preparing for CTC training. Mael (1989) reported on the psychometric properties of the pilot scales used to measure motivation (JOBINV and CTCMOTIV), organizational identification (ORGID), and constructs expected to mediate leadership (STRUCT, CONSID, and STRESS). Although not reported by Mael, the pilot questionnaire also led to the scales measuring overall leadership skills (LDR) and platoon effectiveness (PLTEFF).

The constructs and scale items operationalizing constructs in the domain of cohesion were based directly on the framework and questionnaire developed by ARI for measuring platoon cohesion (Siebold & Kelly, 1988a, 1988b).¹ The job satisfaction (JOBSAT) scale was also taken from an ARI questionnaire, the "Commander's Unit Analysis Profile" (Palmer, Gividen, & Smootz, 1984), that was later adopted for assessing unit climate in Active Army units (Department of the Army, 1986).

All other scales were newly developed for the platoon questionnaire. Of particular note are the constructs and scales for the leadership competencies. The competencies in Table 1 are elements of the leadership framework that Army doctrine has established for guiding leader assessment (Headquarters, Department of the Army, 1990). The items measuring the competencies were based on leadership tasks that were judged to represent the competencies and that, as found by an ARI survey of Army leaders (Steinberg & Leaman, 1990a; 1990b), are likely performed by the leaders rated for task performance.

Questionnaire Design

The base and pre questionnaires were designed to measure all home station constructs in Table 1 and, at the same time, to minimize the time needed for questionnaire administration. This was achieved through three design principles. First, as indicated earlier, the questionnaire focused on the platoon as the primary element or organization for measurement. This principle resulted in measurement of conditions in or directly impacting on a platoon. Fewer measures focused on organizational elements smaller (e.g., squad) or larger (company) than the platoon. Second, each construct was measured with as few items

¹ The only exception was the construct organizational identification. The Siebold and Kelly framework has a similar construct of organizational bonding. The organizational identification scale was used in its place and drawn from another source (see Mael, 1989).

as possible (based on the earlier pilot results and experience) while still maintaining validity and robustness across samples. Third, four forms of the questionnaire were developed, one for each major platoon member position expected to be common in the platoons sampled. These positions were squad member, squad leader, platoon sergeant, and platoon leader. Constructs were distributed across the four forms so that constructs would be measured by the responses of the platoon members most directly capable of reporting on the construct. Separate questionnaire booklets were assembled for each type of platoon member position.

Table 2 uses the variable labels in Table 1 to summarize the contents of the four base and pre questionnaire forms. Entries in Table 2 indicate the object or level of measurement of the questionnaire items for a construct. Appendix A contains the actual questionnaire items.

As Table 2 shows, constructs representing such organizational conditions as cohesion (e.g., SMBOND and PPRIDE), training effectiveness (TRANEFF), and unit effectiveness (PLTEFF) were measured at the platoon level (or for members of a platoon as a whole). Measurement of the leadership of different types of leaders was achieved by distributing the leaders rated to different type of platoon members. Given the focus on the platoon, the aims were to focus on the PL and PS and yet to obtain some data on the other leaders with whom the PL and PS interact in their organizational chains. Thus, two or more types of platoon members rated the PL and PS (generally, at least one type more junior and another more senior in experience or position); and company commanders (CCs) were rated by PSs and PLs; and SLs were rated by SMS only. All types of platoon members reported on themselves with respect to such things as motivation (JOBINV and CTCMOTIV), job satisfaction (JOBSAT), identification with the Army (ORGID), and CTC experience expectations (CTCEXP).

Soldiers indicated their response to an item by choosing from the four to five alternatives the response that best represented their viewpoint. Appendix C describes the response scales for the items measuring each construct. As review of Appendix C indicates, the alternatives for each response scale together represented a dimension of either agreement, frequency of occurrence, or favorability of evaluation.

Questionnaire Administration

Sample

The target sample for the home station platoon questionnaire was all members of the 60 line and specialty combat (scout, mortar, and anti-tank) platoons in five light infantry battalions. These members varied somewhat by platoon type but

Table 2

Distribution of Construct Measures by Type of Platoon Member

Construct	Platoon Member Type			
	Squad Members (SM)	Squad Leaders (SL)	Platoon Sergeant (PS)	Platoon Leader (PL)
JOBINV	Own	Own	Own	Own
CTCMOTIV	Own	Own	Own	Own
SMHBOND	SM	SM	SM	SM
LHBOND	PLT	PLT	PLT	PLT
LVBOND	PLT	PLT	PLT	PLT
PPRIDE	PLT	PLT	PLT	PLT
CPRIDE	--	COMP	COMP	COMP
ORGID	Army	Army	Army	Army
MOTSUB	SL, PS	PS, PL	PL	CC
TMDEV	SL, PS	PS, PL	PL	PS, CC
TEACH	SL, PS	PS, PL	PL	PS, CC
PLAN	SL, PS	PS, PL	PL	PS, CC
COM	SL, PS	PS, PL	PL	PS, CC
SUPV	SL, PS	PS, PL	PL	PS, CC
INIT	SL, PS	PS, PL	PL	PS, CC
TRANEFF	PLT	PLT	PLT	PLT
INCENTIV	COMP	COMP	--	--
JOBSAT	Own	Own	Own	Own
COCLIM	COMP	COMP	--	--
TRANMGMT	--	--	COMP	COMP
CTCEXPER	Own	Own	Own	--
STRUCT	PS, PL	PS, PL	PL, CC	CC
CONSID	PS, PL	PS, PL	PL, CC	CC
STRESS	--	--	PL	CC
LDR	SL, PS, PL	PS, PL	PL, CC	PS, CC
PLTEFF	PLT	PLT	PLT	PLT

Note. Entries are the objects of the constructs rated by a type of platoon member as follows: SM = Squad Member; SL = Squad Leader; PS = Platoon Sergeant; PL = Platoon Leader; Own = Self; PLT = Platoon; COMP = Company; Army = Army as organization; and -- = Not Rated. For example, a SM rated his OWN JOBINV and the LHBOND of the leaders in the platoon. See Table 1 for construct names corresponding to the labels in this table.

generally consisted of the platoon leader (PL), platoon sergeant (PS), squad/section leaders (SLs), and squad members (SMs). This target sample was planned for both base and pre data collection. While included in total returns, data from a sixth battalion were not included in the target sample since mission requirements prevented its full participation.

Table 3 shows, by type of platoon member, the numbers returning usable questionnaires at base and pre for the total sample and for the target sample of platoon members. Also displayed are the numbers of individual soldiers who responded to questionnaires at both the base and pre administrations. As this table shows, there was greater correspondence between all and the target returns at pre than at base. This difference reflects returns from the one battalion that participated in only base data collection. Approximately 60% or more of each type of platoon member obtained at base was also obtained at pre except for SLs. For SLs, the overlap in base and pre samples was considerably less (about 42%).

Table 4 summarizes the obtained target sample in terms of selected descriptive variables. As this table shows, there were no differences in the characteristics of all SMs sampled at base or pre and those SMs who were sampled at both questionnaire administrations. For the other types of platoon member, the total sample and the sample at both base and pre appear to have differed on some characteristics (e.g., all SLs and PSs had been in their platoons somewhat fewer months than those who were in the sample at both base and pre); however, these differences showed no trend that applied to all types of platoon members.

The target sample was distributed across 57 platoons at base and across 60 platoons at pre (see Table D-13, Appendix D, for a breakdown of the obtained sample per platoon). Table 3 indicates the number of target platoons for which PSs and PLs were obtained, given the organizational structure of a platoon (one PS and one PL per platoon). At base, the number of SMs sampled per target platoon ranged from 6 - 29 for the line platoons and from 5 - 18 for specialty platoons.² This distribution yielded an average of about 17 SMs per platoon at base. A similar average of about 16 SMs per target platoon was obtained at pre, with ranges of 9 - 28 and 3 - 18 for line and specialty platoons, respectively. At both base and pre, the average number of SLs was 2.7, with (at each of base and pre) no SL obtained in one platoon and six soldiers reporting themselves as SLs in one

² Combat specialty platoons are generally smaller than line infantry platoons so that smaller samples would be expected. That is, if filled, line infantry, scout, anti-tank, and mortar platoons would have the following approximate numbers of soldiers and leaders, respectively: 34, 18, 20, and 27.

Table 3

Total Sample and Soldiers Obtained at Both Base and Pre by Membership in a Targeted Platoon and by Platoon Member Type

<u>Total Sample</u>	<u>Type of Platoon Member</u>		
	<u>Squad Member</u>	<u>Squad Leader</u>	<u>Platoon Sergeant</u> <u>Platoon Leader</u>
<u>Base</u>			
All	1222	214	74 45
Targeted Platoons	985	155	52 41
<u>Pre</u>			
All	1189	198	61 54
Targeted Platoons	1012	166	49 54
<u>Sample at Both Base and Pre</u>			
All	762	82	35 31
Targeted Platoons	679	69	33 31

Note. Entries are numbers of soldiers sampled.

Table 4

Characteristics of Soldiers Sampled

	<u>Grade</u>	<u>Years in Army</u>	<u>Months in Platoon</u>
<u>Total Sample</u>			
Base			
Squad Members	E3	1.3	9.9
Squad Leaders	E5/E6	7.5	15.9
Platoon Sergeant	E7	13.1	15.9
Platoon Leader	O1	1.8	8.7
Pre			
Squad Members	E3	1.6	13.1
Squad Leaders	E5/E6	8.3	17.5
Platoon Sergeant	E7	14.1	17.5
Platoon Leader	O1	1.9	9.9
<u>Sample at Both</u>			
<u>Base and Pre</u>			
Base			
Squad Members	E3	1.3	9.9
Squad Leaders	E6	8.1	15.1
Platoon Sergeant	E7	13.9	15.9
Platoon Leader	O1	1.6	7.9
Pre			
Squad Members	E3	1.5	13.1
Squad Leaders	E6	8.5	17.5
Platoon Sergeant	E7	14.3	19.1
Platoon Leader	O1	1.9	11.1

Note. Entries are modal grade, mean years in Army, and mean months in platoon.

platoon. For SMs and SLs at both base and pre, averages of the characteristics computed per platoon--modal grade, mean time in Army, and mean time in platoon--replicated the summary descriptions obtained for the total samples of targeted individual platoon members and appearing in Table 4.

Data Analysis

Responses to each item were coded so that response options more favorable to the item/construct received higher scores. This generally resulted in responses ranging in value from 5 (most favorable) to 1 (least favorable).

For each respondent, a scale score for each construct was then computed as the mean of the responses to the items originally planned for the construct (see Appendix A). For some respondents, there were missing data due either to some failure to complete an item or, for some items, to selection of a response option indicating "can't rate." Scale scores were computed for all constructs and for all respondents that met these criteria: 1) for scales composed of two items, the respondent had completed both items; 2) for scales composed of three items, the respondent had completed at least two items; and 3) for scales composed of 4 or more items, at least three-fourths of the items had been completed.

For both the separate questionnaire items and the scale scores, platoon-level scores were also computed for each type of platoon member in each platoon. For PSs and PLs, individual scores already represented platoon-level scores since there is only one PS and one PL per platoon. For each of the SMs and SLs, platoon-level scores were computed as the mean response to the item or scale of the SMs or SLs in the platoon.

Analysis of the individual- and platoon-level data began with computation of descriptive statistics for the separate items and the original scales. Coefficient alphas and item-total correlations were calculated for each questionnaire form to allow for assessment of the internal consistency of each scale score.

Principal components factor analyses (with varimax rotation of factors with eigen values greater than one) were then conducted with the individual-level data to examine or confirm the scale structure of the questionnaires. One set of factor analyses was performed on responses to items in groupings of related but, by expectation, differing constructs. The samples of SMs was sufficiently large to support such analyses for the items measuring motivation, cohesion, and organizational mediating factors and for items in the leadership mediating scales. A second set of analyses was conducted for items in each of the construct groups of motivation, cohesion, and leadership competencies and for items for selected mediating conditions.

Factor analyses for items with a construct group were performed for the responses of SMS, SLs, PSs, or PLs, either separately or in combination.

Revised Scales

Results of several factor analyses produced a number of factors that was smaller than the number of scales represented by the items included in the analyses. Those results along with findings on inter-scale correlations led to decisions to recombine items into revised scales that represented the obtained factors and, as much as possible, the original constructs of interest. The revised scales were constructed for use as alternatives to the original scales. It was expected that the revised scales would more powerfully and parsimoniously represent their constructs, especially in analyses on issues that treated multiple home station factors.

The revised scales were computed according to the procedures used for the original scales, that is, as the average response of the items selected for the scales. Most of the revised scales were constructed on the basis of factor analytic results indicating that all items from two or more of the original scales represented a single dimension. That is, factor analysis of item responses had produced only one factor, and all items from all scales in the analysis had high loadings on the factor. Under this condition, the revised scale was computed using responses to all the items for the original scales. Table 5 identifies the revised scales constructed on the basis of single factor solutions. Table 5 supplies both the variable name for each revised scale and the variable names of the original scales collapsed to form the revised scale score. Revised scale scores were computed for each type of platoon member who had responded to the original component scales.

In the factor analyses of items measuring leadership competencies, multiple factors emerged, and revised scales were formed according to two general principles. First, the revised scale represented a factor obtained in most of the analyses for a set of items (as determined by items with both high factor loadings and comparable wording). Second, the items in a revised scale had loadings on the factor that were high (generally, .50 or higher) and relatively higher (by .10 more) than loadings on other factors. As results presented later indicate, these principles led to development of two scales for each leader rated, one measuring task (TASK) and another development (DEV) related performances. Table 6 identifies the revised scales for the leadership competencies. Table 6 supplies the variable names for the revised scales and, for each revised scale, the items used to compute it and the original scales measured by the items.

Table 5

Composition of Revised Scales Based on Single Factor Solutions

<u>Revised Scale</u>	<u>Original Scales</u>
OMOTIVE	JOBINV, CTCMOTIV
PID	LHBOND, PPRIDE
CID	LVBOND, CPRIDE
STYLEPS	STRUCTPS, CONSIDPS
STYLEPL	STRUCTPL, CONSIDPL
STYLECC	STRUCTCC, CONSIDCC
EVALPS	STRUCTPS, CONSIDPS, LDRPS
EVALPL	STRUCTPL, CONSIDPL, LDRPL
EVALCC	STRUCTCC, CONSIDCC, LDRCC

Note. Table entries are the variable labels given to revised scales and the variable labels of original scales (see Tables 1 and 2 and Appendix A for further identification of the original scales and the items forming them). Each revised scale was computed as the average of the responses to all items in the original scales that are identified on the same row as the revised scale. A revised scale score was computed for each type of platoon member who responded to the items composing the original scales.

Table 6

Composition of Revised Scales Measuring Leadership Competencies

<u>Rater</u>	<u>Revised Scale</u>	<u>Original Scales</u>	<u>Items</u>
SM	TASKSL	PLANSL COMSL SUPVSL INITSL	53-59, 61-65
SM	TASKPS	PLANPS COMPS SUPVPS INITPS	84-89, 92-96
SL	TASKPS	PLANPS COMPS SUPVPS INITPS	53-58, 61-65
PL	TASKPS	PLANPS SUPVPS INITPS	57-63, 67, 68
SL	TASKPL	PLANPL COMPL SUPVPL INITPL	95-101, 103, 104, 106, 107
PS	TASKPL	PLANPL COMPL SUPVPL INITPL	68-74, 76, 77, 82, 83
PL	TASKCC	PLANCC COMCC SUPVCC INITCC	90-96, 99, 100, 102, 103
SM	DEVSL	TMDEVSL TEACHSL MOTSUBSL	41-51, 67, 68
SM	DEVPS	MOTSUBPS TMDEVPS TEACHPS COMPS	75, 77-79, 81, 91, 98, 99
SL	DEVPS	MOTSUBPS TMDEVPS TEACHPS COMPS	44, 46-48, 50, 60, 67, 68
SL	DEVPL	MOTSUBPL TMDEVPL TEACHPL PLANPL	84-86, 88-93
PS	DEVPL	MOTSUBPL TMDEVPL TEACHPL PLANPL	57-59, 61-66
PL	DEVCC	MOTSUBCC TMDEVCC TEACHCC PLANCC	78, 79, 81, 83, 84, 87, 88

Note. Entries identify, for each type of rater (platoon member), scale labels for the revised leadership competency scales and the original scales represented in the revised scales. Each revised scale was computed as the average response to the items listed for the scale. Item numbers in this table are the questionnaire item numbers in the base questionnaire for each rater; pre questionnaire item numbers were in some cases were different. However, identical items were used for construction of the base and pre scales. See Tables 1 and 2 and Appendix A for identification of the original scales and the items composing them.

Results

Motivation Constructs

Original Scales

Summary description. The two motivation constructs were job involvement (JOBINV) and motivation for performance at the CTC (CTCMOTIV). For SMS (see Appendix E), JOBINV was moderately high at both base ($\bar{x} = 3.6$) and pre ($\bar{x} = 3.4$). CTCMOTIV was also moderately high to high for SMS ($\bar{x}_{\text{base}} = 3.9$; $\bar{x}_{\text{pre}} = 3.7$). The motivation scores of leaders in the three leadership positions were relatively higher ($4.0 < \bar{x} < 4.5$) than SMS' scores, and increases in leadership position were generally associated with increases in the level and reductions in the variance of expressed motivation. As Appendix E indicates, platoon-level mean scores for SMS and SLs were practically identical to their respective individual-level means. There were small but consistently lower motivation scores at pre than at base for both motivation measures and for all types of platoon members. However, t -tests indicated that base-pre differences were statistically significant for only SMS (both measures) and PLs' CTCMOTIV.

Internal consistency. For SMS, alpha coefficients were strong at around .77 and .83 for JOBINV and CTCMOTIV, respectively (Appendix E). Item-total correlations were moderately strong as well (Appendix I). These results were obtained at both base and pre and indicate relatively strong internal consistency for the two motivation measures for SMS.

For the higher ranking respondents, results indicated relatively less internal consistency. For PLs, for example, alpha coefficients approximated .65 for JOBINV and ranged from .52 to .68 for CTCMOTIV (Appendix E). Item-total correlations for PLs were about .48 (Appendix I).

Factor Analyses. Appendix G contains results of the four factor analyses of items across constructs, which included the items in the JOBINV and CTCMOTIV scales. As Appendix G shows, three of the four factor analyses yielded a factor with high loadings for only the JOBINV and CTCMOTIV items. The fourth analysis produced a factor with high loadings for the motivation items and the items measuring job satisfaction (JOBSAT). These results generally suggest the robustness of the motivation items as one grouping of items and the distinctiveness of this grouping from the items measuring other constructs.

For both SMS and SLs (separately and combined), factor analyses were performed on responses to only the seven items measuring JOBINV and CTCMOTIV. As the results in Appendix J

indicate, a single factor accounting for 50% to 55% of the variance was obtained in each factor analysis.

Revised Scales

Based on the factor analyses, a single motivation scale was computed for optional use in research. This scale, labelled OMOTIV, was computed from all items originally measuring JOBINV and CTCMOTIV. As the data in Appendices F and K show, this overall motivation (OMOTIV) scale had properties that were generally the same as the two original motivation scales. Mean OMOTIV scores were moderately high for SMs ($\bar{x}_{\text{base}} = 3.7$ and $\bar{x}_{\text{pre}} = 3.5$) and relatively higher (4.0 to 4.3) for platoon members in leadership positions. Base and pre alpha coefficients were .80 or stronger for SMs and SLs but relatively lower (about .70) for PSs at base and PLs at both base and pre.

Appendix H displays correlations between scale scores. As expected, OMOTIV scores were highly correlated (.90 or more) with the two original motivation scales. Such correlations were obtained at base and pre, for individual- and platoon-level scales, and for all types of platoon members. Correlations between motivation and other constructs is the focus of other reports. It is noteworthy, however, that the overall patterns suggest the validity of OMOTIV as a measure of motivation. In particular, it would be expected that motivation has a link to the constructs with which the obtained correlations were consistently relatively high, job satisfaction (JOBSAT) and organizational identification (ORGID). For SMs, the association between motivation and the cohesion constructs was also relatively strong.

Cohesion Constructs

Original Scales

Summary description. There were six original cohesion scales: squad member horizontal bonding (SMHBOND), leader horizontal bonding (LHBOND), leader vertical bonding with company (LVBOND), platoon pride (PPRIDE), company pride (CPRIDE), and organizational identification (ORGID). All types of platoon members responded to these six scales except for SMs who did not rate LVBOND or CPRIDE.

Scale means for SMs were $3.5 \leq \bar{x} \leq 3.7$ (base) and $3.2 \leq \bar{x} \leq 3.5$ (pre). Scale means for leaders (SLs, PSs, PLs) increased as position increased (for PLs, for example, $3.9 \leq \bar{x} \leq 4.7$ at base and $3.8 \leq \bar{x} \leq 4.6$ at pre). Compared to their other ratings, leaders' ratings of LVBOND and CPRIDE tended to be relatively lower. Individual- and platoon-level mean scores were essentially identical for SMs and SLs (see Appendix E).

Cohesion scores were relatively lower at pre than at base. However, these differences were statistically significant only for SMs' ratings (platoon level) of SMHBOND, LHBOND, and PPRIDE ($2.67 \leq t = 3.12$, $df = 56$, $p < .01$).

Internal consistency. For SMs, at the individual level, alpha coefficients clustered around .88 at both base and pre (see Appendix E). Alpha coefficients tended to be somewhat lower for PPRIDE ($\alpha_{base} = .73$, $\alpha_{pre} = .69$). Scale inter-item correlations were moderately high ($.52 < r < .79$) with item-total correlations of .66 to .85 at base and at pre (Appendix I).

For SLs, PSSs, and PLs, alpha coefficients and item-total correlations resembled those of SMs. The exceptions to this similarity were for PSSs and PLs and consisted of: (1) somewhat lower alphas for PPRIDE and CPRIDE at pre ($.53 \leq \alpha \leq .68$) and (2) greater diversity in item-total correlations ($.24 \leq r \leq .83$).

Inter-scale correlations. Inter-scale correlations are located in Appendix H.

The cohesion scales as rated by SMs were moderately related to the majority of the other scales at both base and pre (generally, $.30 \leq r \leq .55$). Relatively high correlations ($r > .70$) occurred between the cohesion scales and JOBSAT and COCLIM and also between LHBOND and the SL leadership scales.

Cohesion as rated by SLs demonstrated much of the pattern obtained for SMs. Accordingly, SLs' ratings of cohesion were moderately correlated ($.24 \leq r \leq .57$) with the majority of the other scales at base and pre. The exception was ORGID at pre which was moderately correlated with only the motivation scales, measures of PL leadership (STRUCTPL, LDRPL, COMPL), and CTC expectations (CTCEXPER) ($.23 \leq r \leq .57$).

For PSSs, fewer statistically significant correlations were obtained with scales outside the cohesion grouping. For PSSs, only the following base correlations reached statistical significance: (1) SMHBOND, LHBOND, and PPRIDE with platoon effectiveness (PLTEFF) ($.26 \leq r \leq .51$); (2) ORGID with the majority of the other scales ($.31 \leq r \leq .51$); and (3) LVBOND and CPRIDE with the ratings of PL leadership ($.28 \leq r \leq .59$). For PSSs at pre, all cohesion ratings were moderately correlated with platoon effectiveness (PLTEFF) and training effectiveness (TRANEFF) ($.27 \leq r \leq .47$), and all scores except SMHBOND were moderately correlated with the ratings of PL leadership ($.25 \leq r \leq .59$).

PLs' cohesion ratings were significantly correlated with ratings of few other scales. At base, significant correlations occurred between the cohesion ratings and only training management style (TRANMGMT) ($.24 \leq r \leq .54$), job satisfaction

(JOBSAT) ($.34 \leq r \leq .77$), and the motivation scales ($.23 \leq r \leq .62$). The significant pre correlations were limited to: (1) SMHBOND, LHBOND, and PPRIDE with rated PS leadership ($.25 \leq r \leq .44$) and (2) LVBOND ($.52 \leq r \leq .72$) and CPRIDE ($.25 \leq r \leq .42$) with ratings of CC leadership.

One would anticipate significant correlations among similar-type constructs (e.g., cohesion items with platoon effectiveness, leader cohesion items with leadership scales). However, the high number of significant correlations for SMs and SLs suggests the possibility that their ratings partly reflect more general platoon conditions as well as cohesion and its components.

Factor analyses. Two factor analyses were conducted for SMs' responses to the items in the original scales for SMHBOND, LHBOND, and PPRIDE, with one analysis for each of the SMs' base and pre responses. Another two analyses were conducted for the responses of SLs, PSSs, and PLs to the SMHBOND, LHBOND, and PPRIDE items plus the items in LVBOND and CPRIDE, with one analysis for their base responses and one analysis for their pre responses.

As shown in Appendix M, the factor analyses for SMs and for leaders produced two and three factors, respectively. Those factors accounted for about 68% of the variance in each analysis. In each analysis, the SMHBOND items had the highest loadings on one of the obtained factors, and items measuring LHBOND loaded highest on a second factor. The PPRIDE items had relatively high loadings on both the SMHBOND and LHBOND factors for SMs but on only the LHBOND factors for leaders. The third factor produced by leaders' ratings had highest loadings by the company-related items the LVBOND and CPRIDE scales.³

SMs' responses to the cohesion items (SMHBOND, LHBOND, and, PPRIDE) and to items measuring motivation and organizational factors (to include ORGID) were entered into two factor analyses, one for base responses and one for pre responses. Responses to items measuring leadership style (CONSID and STRUCT) and overall leadership (LDREFF) were added to this set of items for another two factor analyses, one for base and one for pre responses. Appendix G contains the results.

As presented in Appendix G, each of the two base analyses produced a separate factor for each of the SMHBOND items, the LHBOND items, and the ORGID items. Items from other scales also had relatively high loadings on the SMHBOND and LHBOND factors. Specifically, the PPRIDE items loaded on the SMHBOND factor, and

³ The organizational identification (ORGID) items were also entered into factor analyses, as shown in Appendix M. In each analysis, a single factor was obtained on which all ORGID items had relatively high loadings.

the items measuring company learning climate (COCLIM) loaded on the LHBOND factor. In the two pre factor analyses, one factor emerged with high loadings by items from all three cohesion scales. However, the LHBOND items also had relatively high loadings on a pre factor defined by COCLIM and JOBINV.

The factor analyses of the cohesion items together with the organizational and leadership items generally confirmed that the cohesion items were a relatively distinct group of items. As suggested by the factor analyses of cohesion items alone, the cohesion items were further differentiated by at least three dimensions. SMHBOND defined one dimension. The other two dimensions tended to link leader bonding to pride in (or bonding to) the unit of which the leaders were a part. Thus, LHBOND (among the leaders in a platoon) and PPRIDE generally defined a second dimension, and LVBOND (to company leaders) and CPRIDE were central to the third dimension.

Revised Scales

Based on the factor analyses, two additional scales were computed for use in research on cohesion. One scale, labelled platoon identification (PID), was constructed from the LHBOND and PPRIDE items. The other scale, labelled company identification (CID), was constructed from the LVBOND and CPRIDE items. Alpha coefficients for the revised scales (all levels of respondents) ranged from $.76 \leq \alpha \leq .90$ (Appendix F). Scale means (Appendix F) were relatively high for SMS ($\bar{X}_{base} = 3.5$; $\bar{X}_{pre} = 3.3$) and increased as respondent level increased ($\bar{X} > 4.0$ for PLs).

Tables containing the inter-scale correlations with the revised scales are located in Appendix H. The pattern of inter-scale correlations for the revised scales was generally the same as obtained for the original scales from which they were constructed.

Leadership Competencies

Original Scales

Summary description. Platoon members rated their leaders for how well they performed leadership competencies that doctrine identifies for structuring leader assessment. These competencies were: planning (PLAN); communication (COM); supervision (SUPV); teaching/training (TEACH); and two aspects of soldier team development, team development (TMDEV) and soldier motivation (MOTSUB). Also rated was initiative (INIT), which is treated doctrinally as an element of decision making. Table 2 indicates which leaders in a platoon were rated by each type of platoon member. Scale ratings by the individual respondents are summarized first, followed by notes on similarities of the platoon-level ratings.

The SMS, SLs, and PL in a platoon rated the leadership competency of their PS. As summarized in Appendix E, base ratings of PSs averaged about 3.5 for each competency and for each type of rater. PLs gave similar ratings at pre. For SMS and SLs, however, average pre ratings ($3.2 \leq \bar{x} \leq 3.4$) were generally lower than their base ratings, with these differences reaching statistical significance for SMS ($t \geq 3.25$, $df = 56$, $p \leq .002$).

The SLs' average ratings of PL competency ranged from 3.2 to 3.4 at both base and pre. PSs rated their PLs somewhat more favorably, with ratings ranging from 3.4 to 3.6 at base and from 3.7 to 3.9 at pre. Tests indicated that PSs' ratings were significantly more favorable at pre than at base on three competency scales: TMDEV, TEACH, and INIT ($t \geq 2.50$, $df = 32$, $p \leq .02$).

Only SMS rated the leadership competencies of SLs. Average ratings were almost identical for all SL competencies at both base and pre, with each competency rated about 3.5.

Company commanders (CCs) were also rated by only one type of platoon member, that is, PLs. PLs' average ratings of their CCs were quite favorable at base, ranging from 3.7 to 3.9. Although not significantly lower, average CC ratings were about .2 points lower at pre for all competencies.

Appendix E also contains platoon-level scores for SMS and SLs. Comparison indicated that average platoon-level scores varied by no more than .10 from the corresponding individual-level scores.

Internal consistency. Appendix E contains the coefficient alphas for the original leadership competency scales. Appendix O presents inter-item and item-total correlations for each scale.

Coefficient alphas were high for all raters and all leaders rated. Only two scales had coefficient alphas below .80, and the alphas for even those two scales were relatively high (.74 and .79).

Item-total correlations were also generally high. The median item-total correlation for each scale was about .75 or higher for all scales except six. Of these six, four were scales for PSs' ratings of PLs ($.60 \leq \text{median } r \leq .71$), and two were scales for PLs' ratings of PSs (median r s of .58 and .65).

Inter-scale correlations. Appendix H contains correlations between each pair of scales. Inter-scale correlations are described next for the samples of individual platoon members, followed by a summarization of the patterns obtained for the platoon-level scales for SMS and SLs.

For each leader rated by each platoon member, correlations between ratings of the competencies were high ($.68 \leq r \leq .95$), with few exceptions. The principal exceptions involved PLs' base ratings of PS TMDEV which correlated only .40 to .53 with the PLs' base ratings of the other PS competencies.

For each questionnaire form, the only scales that consistently demonstrated significant and moderately high to high correlations ($.60 \leq r \leq .87$) with the competency ratings of a leader were scales that measured other aspects of the leadership of the same leader. These scales consisted of the scales measuring initiation of structure (STRUCT), consideration (CONSID), and overall leadership skills (LDR). The main exceptions to this pattern were base correlations for (1) the PSSs' ratings of PL competencies (with correlations as low as .43 and .58 between PL TMDEV and ratings of PL CONSID and STRUCT, respectively) and (2) the PLs' ratings of CC competencies (with correlations generally ranging from .28 to .38). The overall pattern, therefore, strongly suggests that the competency scales measured something about the leader rated through the scales and not some other, more general factor.

This suggestion is also consistent with the correlations between the competency ratings for a leader and the scales not directly measuring the leader's behavior. Examination of Appendix H revealed several patterns. First, the number of scales with significant correlations with the competency ratings tended to vary by questionnaire form and with phase of data collection. Thus, there was generally a greater number of significant correlations between the competency ratings and other scales for SMs and SLs than for PSSs and PLs. Also, there were more significant and moderately strong correlations ($r \geq .40$) at base than at pre for SMs and SLs, with a somewhat reserved pattern for PSSs and PLs. Second, only four scales were consistently correlated (1) with most of the competency scales for each leader rated, (2) at a moderately strong level ($r \geq .40$), and (3) for most rating platoon members. These were company learning climate (COCLIM), leader vertical bonding (LVBOND), leader horizontal bonding (LHBOND), and training management style (TRANMGMT). Many of the items in LVBOND, LHBOND, and TRANMGMT made reference to "leaders", and COCLIM (by design) referred to conditions created by a unit's leadership. The scales demonstrating moderately strong correlations, but less consistently so, measured either the leadership of another leader rated by the platoon member or organizational factors such as platoon pride (PPRIDE), company pride (CPRIDE), platoon effectiveness (PLTEFF), and job satisfaction (JOBSAT).

The patterns for the platoon-level scales for SMs and SLs were similar to those obtained for the corresponding individual-level scales (see Appendix H). Compared to the individual-level scales, however, the platoon-level competency ratings were

correlated with a greater number of platoon-level scales measuring other types of constructs, and relatively more of these correlations were moderately high ($r \geq .40$). The increases in magnitudes of platoon-level correlations were especially great for the correlations between competency ratings and other measures of leadership behavior. For example, correlations between competency ratings and LDR ranged from .73 to .95.

Factor Analyses. A total of 10 separate factor analyses were performed for responses to the items used to rate leadership competencies. Four factor analyses were conducted for SMs ratings, one for each of the SMs' base and the SMs' pre ratings of each of the PSs and PLs. The ratings of SMs and SLs were together entered into four factor analyses, one for each of their base and their pre ratings of each of the PSs and PLs. Two factor analyses were also conducted for the ratings of SMs, SLs, and PSs together, with one for their base and one for their pre ratings of PLs.

Of the 10 analyses, seven yielded two factors; one produced three factors; and two resulted in one factor. As shown in Appendix P, the retained factors accounted for 69% to almost 78% of the variance. The two analyses of PSs' pre ratings produced the single factor solutions. Two general patterns describe the factors obtained in the remaining eight analyses. First, if the items for a competency loaded relatively higher on a factor, most of the items for the competency loaded relatively higher on the same factor. The exception to this pattern involved the items planned to measure COM which tended to split across factors. Second, this pattern of factor loadings was such that one factor was generally defined by items measuring PLAN, SUPV, INIT, and COM. Another factor was defined by items measuring MOTSUB, TEACH, TMDEV, and COM in seven of 10 analyses. In the analysis with three factors, TMDEV split away from the second factor, and its items had highest loadings relatively on the third factor.

Revised Scales

The inter-scale correlations and factor analyses together indicated substantial association between the scales and items measuring the leadership competencies. The extent of association suggested further the potential usefulness of revised scales composed of the most strongly associated items. The two-factor solutions obtained in the majority of the factor analyses guided development of the revised scales. That is, two parallel scales were developed for each questionnaire form. The scale representing the first factor was labelled TASK since the factor was defined by items for the competencies that are most directly involved in accomplishing some particular task or mission assignment: PLAN, SUPV, INIT, and (to a lesser extent) COM. The scale for the second factor was labelled DEV since it was mainly defined by items for the competencies involved in the development

of soldiers as groups or as individuals: MOTSUB, TEACH, TMDEV, and COM. Each scale was computed as the average response to the items that, across forms, were comparably worded and had consistently and most highly (as defined earlier) loaded on the respective factor.

Appendices F and Q contain statistics on the revised scales. Those statistics are similar to those for the original competency scales in terms of means, variance, and coefficient alphas (Appendix E), and inter-item and item-total correlations (Appendix O). The revised scales also demonstrated patterns similar to those for the original scales in terms of inter-scale correlations (see Appendix H).

Training Effectiveness

Summary Description

One scale measured training effectiveness (TRANEFF). At base, the TRANEFF items were rated on a five-point scale. At pre, this scale was replaced by a four-point scale that matched the scale used by the OCs at the CTCs. Results of all data analyses must be viewed with this scale change in mind.

Despite changes in scale, means ranged from 3.1 to 3.3 for all types of respondents at both base and pre (with the exception of SMS' base mean of 3.8). Individual-level and platoon-level means for SMS and SLs were almost identical (see Appendix E).

Internal Consistency

Alpha coefficients ranged from .83 to .93 for all types of respondents (Appendix E). Item-total correlations (Appendix R) for SMS at base and pre and for SLs, PSSs, and PLs at base were at least moderately high ($r > .58$). At pre, leaders' item-total correlations show more variation ($.30 \leq r \leq .84$).

Inter-Scale Correlations

For SMS (see Appendix H), TRANEFF was significantly and moderately correlated with all other scales at base ($.37 \leq r \leq .73$). At pre, correlations were generally lower ($.23 \leq r \leq .55$), with non-significant correlations obtained for several scales (CTCMOTIV, SMHBOND, JOBSAT, and CTCEXP). At both base and pre, the highest correlations occurred with platoon effectiveness (PLTEFF). This pattern of relationships was also obtained for SLs.

For PSSs and PLs, TRANEFF was significantly correlated with PLTEFF at both base and pre. No other pattern of significant correlations was apparent for the ratings of TRANEFF by PSSs and PLs.

Factor Analyses and Revised Scales

Due to the scales change, the TRANEFF items were not included in any factor analysis. There was also no revision to the item composition of the original scale.

Organizational Mediating Factors

Summary Description

The scales measuring organizational mediating factors were: incentives (INCENTIV), job satisfaction (JOBSAT), company learning climate (COCLIM), training management style (TRANMGMT), CTC experience expectations (CTCEXPER), and platoon effectiveness (PLTEFF). As Table 2 shows, only SMs rated INCENTIV; SMs and SLs rated COCLIM and, along with PSs, CTCEXPER; PSs and PLs rated TRANMGMT; and all types of platoon members rated JOBSAT and PLTEFF.

SMs' scale means ranged from 3.0 to 4.0 for the base and pre measures of the organizational factors except for INCENTIV. For the latter, SMs' scale means were somewhat lower ($\bar{x}_{\text{base}} = 2.7$; $\bar{x}_{\text{pre}} = 2.6$).⁴ For each type of leader (SL, PS, or PL), scale means were generally somewhat higher than for SMs ($3.4 \leq \bar{x} \leq 4.2$ at both base and pre). Appendix E contains greater detail.

For all types of respondents, PLTEFF scores were significantly greater at pre than at base ($t \geq 2.22$, $df \geq 37$, $p \leq .03$ for platoon-level tests for each type of platoon member). Other statistically significant differences indicated lower pre than base scores and were limited to (1) SMs' ratings of JOBSAT ($t = 3.13$, $df = 56$, $p < .003$), COCLIM ($t = 4.35$, $df = 56$, $p < .001$), and CTCEXPER ($t = 2.96$, $df = 56$, $p < .004$) and (2) PLs' ratings of TRANMGMT ($t = 2.96$, $df = 36$, $p < .005$).

Internal Consistency

Alpha coefficients (Appendix E) were high for all SM scales ($.82 \leq \alpha \leq .93$) and for leaders ($.72 \leq \alpha \leq .92$). Item-total correlations were generally in the range of .50 to .79 for all types of respondents, both base and pre (see Appendix S).

Inter-Scale Correlations

The SM and SL scales for the organizational factors had significant and moderately high correlations with most other

⁴ However, some caution is needed in interpreting the INCENTIV mean given the response options for the items forming the INCENTIV scale.

scales at both base and pre. The major exception involved SLs' pre ratings which were not significantly correlated with the PS leadership scales.

PSs' base ratings showed more differentiation. The inter-correlations reaching statistical significance were moderately high at best ($.30 < r < .60$) and were generally limited to certain groupings of variables. These variable groups were: motivation (for JOBSAT, CTCEXP, and TRANMGMT); aspects of cohesion (for JOBSAT and TRANMGMT); and the organizational mediating factors themselves (especially, CTCEXP with JOBSAT and PLTEFF). Unlike their base ratings, PSs' pre ratings were significantly correlated with the majority of the other scales in the questionnaire.

PLs' ratings showed differentiation at both base and pre. Specifically, significant inter-scale correlations were limited (at either or both base and pre) to the three groups of scales measuring motivation (for JOBSAT); cohesion (JOBSAT and TRANMGMT); or CC or PS leadership (for JOBSAT, TRANMGMT, and PLTEFF).

Factor Analyses and Revised Scales

The items in COCLIM and JOBSAT were included in four factor analyses, two for SMs' base responses and two for SMs' pre responses (see Appendix G). In one base and one pre analysis, responses to the items measuring the cohesion and motivation scales were also included. In the other two analyses, that list of items was expanded to include the items measuring leadership factors.

All four analyses yielded a factor with highest loadings by the items in COCLIM. In two of the four analyses, the COCLIM factor had moderate loadings by LHBOND items, but those loadings were relatively lower than those of the COCLIM items. All four analyses also produced a factor with highest loadings by the items in JOBSAT. In three of the analyses, the JOBSAT factor had moderate loadings by a JOBINV item and, for one analysis, LHBOND items; but these loadings were relatively lower than those of the JOBSAT items. In the fourth analysis, the JOBINV items had loadings about equal to those of the JOBSAT items. Except for the fourth JOBSAT factor, the COCLIM and JOBSAT items tended consistently to define separate factors. Given that consistency, COCLIM and JOBSAT scales were not revised.

The items in INCENTIVE, CTCEXP, PLTEFF, and TRANMGMT were not included in factor analyses. For INCENTIV, CTCEXP, and PLTEFF, it was not certain at the timing of the analyses whether the individual items or the scales themselves would be used in other analyses. Only PSs and PLs rated TRANMGMT; their sample

sizes prohibited inclusion of the corresponding scale items in factor analyses across constructs. Given the alpha coefficients obtained for those scales, they were not revised.

Leadership Mediating Factors

Original Scales

Summary description. Four types of leadership mediating factors were measured: leader initiating structure (STRUCT), leader consideration (CONSID), stress with the superior (STRESS), and overall leadership skills (LDR). For each factor, various levels of leaders were rated (see Table 2). For the SLs in a platoon, the only leadership factor measured was their overall leadership skills (LDRSL); LDRSL was measured by ratings of SMs. PSs were rated by SMs and SLs for structure (STRUCTPS), consideration (CONSIDPS), and overall leadership (LDRPS). Each PS was also rated by his PL for LDRPS. PLs were rated by SMs, SLs, and PS on STRUCTPL, CONSIDPL, and LDRPL. In addition, each PS rated stress with his PL (STRESSPL). CCs were rated by their PLs and PSs on structure, consideration, and overall leadership (STRUCTCC, CONSIDCC, and LDRCC) and by PLs only on stress (STRESSCC).

Scale means for all raters were fairly high ($3.6 \leq \bar{x} \leq 4.5$) for both base and pre. While pre means were generally lower than base means, significant differences were found only for SMs' ratings of the PS and PL leadership factors ($t \geq 2.71$, $df = 56$, $p \leq .02$). The individual- and platoon-level means were generally comparable for SMs and for SLs. See Appendix E for greater detail.

Internal consistency. Alpha coefficients (Appendix E) for scales rated by SMs and SLs were high ($\alpha > .87$) for base and pre. With the exception of STRUCTCC ($\alpha_{base} = .72$ and $\alpha_{pre} = .73$ for PSs, and $\alpha_{base} = .59$ and $\alpha_{pre} = .74$ for PLs), alpha coefficients for the scales rated by PSs and PLs were also quite high ($\alpha > .78$).

For SMs, item-total correlations (see Appendix T) were typically high ($.70 < r < .85$). High internal consistency was also indicated by the item-total correlations for SLs ($.69 < r < .92$). The pattern was somewhat different for the leadership scales completed by PLs and PSs. The range of item-total correlations was somewhat longer ($.55 < r < .85$), indicating more variation in consistency. Moreover, three scales completed by PLs or PSs (STRUCTCC, CONSIDCC, AND STRESSCC) had item-total correlations as low as .28.

Inter-scale correlations. In general, SMs' ratings of the leadership mediating factors were moderately and significantly correlated ($.3 < r < .6$) with most of their other ratings at both

base and pre. One exception involved correlations between ratings of the same leader (e.g., scales for rating the PS). Those correlations were uniformly high ($r \geq .70$ and $\bar{r}_r = .84$ at base; $r \geq .84$ and $\bar{r}_r = .90$ at pre).

The pattern for SMS also held for SLs except that inter-scale correlations were relatively lower (in general, $.25 < r < .50$). Given the lower range, more non-significant inter-scale correlations appeared at pre for SLs (e.g., none of the SLs' ratings of PS leadership was significantly correlated with JOBINV, CTCMOTIV, ORGID, JOBSAT, or most of their ratings of the PL leadership mediating factors). Correlations between scales rating the same leader remained high ($r > .65$, $\bar{r}_r = .80$ at base; $r > .70$, $\bar{r}_r = .81$ at pre) but were somewhat lower than for SMS.

PSs rated the leadership of their PLs and CCs. As obtained for SMS' and SLs' ratings, correlations among the PSs' ratings of the same leader were generally high ($\bar{r}_r = .67$ at base; $\bar{r}_r = .62$ at pre) and were relatively higher than correlations with the other scales in the questionnaire. The major exceptions to this pattern involved STRESSPL for which PSs' ratings were only moderately correlated with their ratings of the other PL leadership factors. PSs' ratings of leadership were significantly correlated with even fewer of the non-leadership scales than SLs' ratings were. At both base and pre, for example, the leadership mediating scales were generally not significantly correlated with scales measuring cohesion, CTCMOTIV, CTCEPPER, TRANEFF, or PLTEFF.

PLs rated their PSs for overall leadership effectiveness (LDRPS). As reported earlier, ratings of LDRPS were significantly and highly correlated with the ratings of PS leadership competence at base ($\bar{r}_r = .70$) and at pre ($\bar{r}_r = .79$). At pre, PLs' ratings of LDRPS had moderately high and significant correlations with rating not directly measuring PS leadership: JOBINV, cohesion, several organizational factors (JOBSAT, TRANMGMT, and PLTEFF), and several measures of CC leadership. PLs' ratings of their CCs (STRUCTCC, CONSIDCC, LDRCC, and STRESSCC) showed the same general pattern. For STRUCTCC, CONSIDCC, and LDRCC, the strongest (and significant) correlations occurred with only those scales that also measured the CC ($\bar{r}_r = .64$ at base; $\bar{r}_r = .76$ at pre) or vertical bonding (LVBOND) with the company-level leaders ($\bar{r}_r = .57$ at both base and pre). At pre, those scales were also moderately but significantly correlated with scales not measuring the CC (measures of PS leadership and TRANMGMT). PLs' ratings of STRESSCC differed somewhat from this pattern in that significant correlations were limited to the other CC leadership scales and LVBOND at both base and pre and in that those correlations were generally moderate to low ($\bar{r}_r = .36$).

Factor analyses. A factor analysis was conducted for SMS' base responses to the items measuring the following: STRUCT, CONSID, and LDR of PSs; STRUCT, CONSID, and LDR of PLs; motivation; cohesion; and two organizational mediating factors (JOBSAT and COCLIM). A factor analysis was also conducted for SMS' responses to the same items at pre. Both analyses produced one factor (see Appendix G) that had highest loadings by the items measuring the three PS leadership scales; the PL items defined another factor. These factors are congruent with other results indicating that the items for a particular leader were strongly associated and, moreover, that those items measured something about that leader (or leadership position) as opposed to a more general factor.

Factor analyses of the ratings made of a single leader (PS, PL, or CC) further confirmed the strong association among the items measuring STRUCT, CONSID, and LDR (Appendix U). A separate factor analysis was performed for the items rating PSs in each joint combination of the alternatives in the following groupings: data collection phase (base or pre); rater (SM alone, SL alone, or SM and SL combined); and leader factor (the items in STRUCT and CONSID or the items in STRUCT, CONSID, and LDR). A similar set of factor analyses performed responses to the items on PLs except that the types of raters were SMS alone; SLs alone; or SMS, SLs, and PSs combined. PSs' and PLs' ratings of CCs (STRUCTCC and CONSIDCC) were also factor analyzed, separately for their base and pre ratings. Practically all analyses produced the same results. That is, a single factor emerged that accounted for 64% to 74% of the variance and on which the items from all scales entered into the analysis had relatively high loadings. The major divergence was the analysis of the items measuring CCs. Those analyses produced at least two factors (see Appendix U, Table U-13), generally such that the items in the STRUCTCC scale and the items in the CONSIDCC items loaded relatively higher on separate factors.

Revised Scales

Based on the factor analyses, additional scales were computed for research involving the leadership mediating factors. Scales of the "overall leadership style" (STYLE) of a particular leader were constructed from the items measuring STRUCT and CONSID. Scales yielding an "overall leadership evaluation" (EVAL) of a leader were constructed from the items in the STRUCT, CONSID, and LDR scales for the leader.⁵

⁵ Revised scales were constructed for CCs (STYLECC, EVALCC). Since the factor analyses of the CC items did not produce the same factors as those for the other leaders, the original CC scales are possibly more appropriate for use in subsequent research.

The revised scales demonstrated good internal consistency (see Appendices F and V). For all scales, for example, alpha coefficients were .81 or higher. The patterns of inter-scale correlations obtained for the revised scales resembled those for the original scales.

PLATOON CRITERION PERFORMANCE MEASURES

CTC Performance as a Performance Criterion

The units sampled for the determinants program trained at one of two CTCs, the U. S. Army National Training Center (NTC) or the U. S. Army Joint Readiness Training Center (JRTC). For a training session (or rotation) at one of these CTCs, a battalion or brigade task force deploys from its home station to the CTC where it engages in successive combat operations (missions). The missions undertaken by a unit reflect the operations and tasks that the unit had prepared itself to fight if it were deployed for actual combat. Those missions are fought at a CTC against a highly trained resident opposition force. Combat realism is further increased by use of technologies to simulate free-play and interactive engagements between the opposing units. Those technologies also enable accumulation of accurate records on the firing and effectiveness of the weapons systems used by the two forces. Critical to the training exercises at the CTC are observer-controllers (OCs) assigned to the platoons and larger elements undergoing training in a rotation. The OCs perform many duties to meet the goal of realistic, effective, and safe training. One major duty involves observation of the assigned unit and its members. The OCs' observations are used to insure the accuracy of records on unit performance. Their observations also provide the basis for feedback to the unit both in discussions conducted after each mission and in reviews of the rotation prepared for the unit's use at its home station.

The length, realism, and size of the exercises make for excellent training at the CTCs. Quality exercises designed in terms of a unit's deployment requirements also make the CTCs an excellent setting for collecting data on unit preparedness. As such, performance during CTC exercises was used as criteria for ARI's research on determinants of unit combat effectiveness.

During the period of research, there was considerable variation in the performance data routinely collected by the two CTCs and useable as performance criteria. To provide for common criterion measures, the routinely available data were supplemented by ratings of unit CTC performance. Ratings were made both by the CTC OCs and by the soldiers and leaders in the units training at the CTCs. Past research supports that such ratings are sensitive to (or demonstrate relationships with) variation in home station conditions (O'Mara, 1989; Twohig &

Tremble, 1987) and conditions during CTC exercises (Rachford, Twohig, & Zimmerman, 1986; Twohig & Tremble, 1991).

Performance Rating Instruments

The OC measure of platoon performance (see Figure 1) was built around the structure of the training conducted at the NTC and JRTC. The types of missions/operations most frequently trained at one or both CTCs were first identified. These were: movement to contact, hasty attack, deliberate attack, raid, ambush, reconnaissance and security, defend, and retrograde. For those missions, ratings were made of platoon performance during the three phases of a combat operation or mission: planning, preparation, and execution. Performance was rated on a scale paralleling one that has been used at one CTC for purposes of unit feedback. This is a four-level scale as follows: "trained", "needs a little training", "needs a lot of training", and "untrained." A fifth rating option of "not observed" was provided to accommodate variation in missions across units and CTCs and the possibility that duties could occasionally prevent OCs from observing all or some phases of mission performance. By instruction, the OC for a platoon made the ratings for a mission after all missions in a rotation had been conducted.⁶

As an additional, common measure of platoon performance, the leaders and squad members in platoons and their respective company commanders rated platoon performance in response to post-rotation questionnaires. As shown in Figures B-1 and B-2 (Appendix B), the questionnaire items for rating performance were identical to those used by OCs with one major exception. Rather than rating each mission per phase, unit members made one overall rating for each mission.

Method

Procedures and Sample

All ratings of platoon CTC performance were made after all rotation exercises had been completed. OCs made their ratings as part of a short post-rotation instrument that in addition to unit performance measured such other factors as leadership performance, unit cohesion, and soldier motivation. Instructions

⁶ Similar forms were prepared so that company- and battalion-level OCs could rate the performance of the units that they had monitored during a CTC rotation. While ratings of units higher than platoon may be included in some future reports on the leadership, cohesion, and motivation issues, research at this stage and this report focus on platoons and their CTC performance.

RATE THE PERFORMANCE OF THE PLATOON YOU OBSERVED THIS ROTATION.
 USE THIS SCALE: A = Trained; B = Needs a little training;
 C = Needs a lot of training; D = Untrained; E = Not observed.

	PLAN	PREPARE	EXECUTE	# OF MISSIONS OBSERVED
MVT TO CONTACT	_____	_____	_____	_____
HASTY ATTACK	_____	_____	_____	_____
DELIBERATE ATK	_____	_____	_____	_____
RAID	_____	_____	_____	_____
AMBUSH	_____	_____	_____	_____
RECON & SECURITY	_____	_____	_____	_____
DEFEND	_____	_____	_____	_____
RETROGRADE	_____	_____	_____	_____
COMMENTS:				

Figure 1. Observer-Controller Measure of Platoon CTC Performance.

indicated that an OC was to rate the unit's performance for those phases of the missions that the OC had observed the unit to perform. Due to changes in training plans, the OCs at one of the CTCs were unable to participate in the project. This limited OC ratings to 23 of the 60 target platoons. The 23 platoons were elements of the two battalions that underwent their rotations at the JRTC.

Unit members rated their platoon performance in response to a post-rotation question. Like the OC instrument, the questionnaires included items on other factors. The additional items and the numbers of platoon members varied somewhat by unit since different issues were examined in the five post data collections and since the additional items and platoon members sampled were designed for the issues examined. All unit members, from squad member to company commander, completed the questionnaire and rated platoon performance prior to the start of small group interviews on the issues. Despite some variation in questionnaire content, all questionnaires contained the items for rating platoon performance.

Members of 58 platoons, who had trained with their unit at the CTC, rated their own platoon's CTC performance in response to the post-rotation questionnaire. Sampling plans and respondent loss produced variation in numbers and types of platoon members providing ratings. Of the 58 platoons, 49 were rated by their platoon leaders (PLs); 41 by their platoon sergeants (PSs); 50 by one or more (two on average) squad leaders (SLs); and 32 by one or more (four on average) squad members (SMs). The mix of platoon members rating a platoon was such that 41 platoons were rated by at least three of the four types of platoon members sampled. Another 10 platoons were rated by only two types of unit members, and seven were rated by only one type. One or both of the PL and PS had rated their platoon for all but four platoons. Of those four, three were rated by SLs alone, and one was rated by both SLs and SMs.

CC ratings were obtained from 14 of the potentially 20 CCs sampled as part of post-rotation data collection. These CCs rated 42 of the sampled platoons.

Computation of Performance Measures

For purposes of research, measures of platoon performance were developed from the ratings made by OCs and unit members. Measure development was intended to account for the two types of variations associated with the data collection method. The first was variation in the missions undertaken by platoons in CTC rotations. As indicated earlier, the missions undertaken depend on a unit's requirements for deployment and vary with the unit's needs for meeting those requirements. Thus, different platoons were expected to undertake and be rated on different combinations

of missions. Second, there was some variation and some subject loss in the post rotation samples planned per unit (and, therefore, the obtained data). This resulted in variation in the platoon members who actually rated their platoon's performance.

Three separate measures were developed, one for the ratings made by each of the OCs, Company Commanders, and platoon members. Each measure was computed as the average of the ratings of performance on the missions that were rated for the rotation. Such measures generally indicate "how well" a platoon performed or had been trained for performance at the CTC. Despite variation in the missions combined into a measure, these measures allow comparison of platoons if it is assumed that the CTC rotations are equally informative of platoon effectiveness in meeting its assigned mission/training requirements.

As Figure 1 shows, OCs rated platoons for their performance on each of three phases of an operation, and not for the overall mission. For each mission rated for a platoon, the average rating for the three phases was first computed. These averages per mission were then again averaged. The latter average served as the OC measure of performance for platoon.

Company commanders (CCs) rated their platoons for their overall performance of a mission (as opposed to phases). The CC performance measure was computed as the average rating of the missions rated for a platoon.

For each platoon, the platoon-member measure of performance (PLT) was computed on the basis of the ratings of all platoon members sampled for the platoon and, thus, included variation associated with differences in the samples obtained per platoon. The PLT measure was formed by first computing for each platoon member the average rating of the missions rated by the platoon member. For each platoon, the averages of the ratings of each of the SLs and SMs in the platoon were then computed. The final PLT measure was computed as the average of the rating made by the PL, PS, the average SL, and the average SM. As is apparent, the PLT measure equally weighted the rating of each type of platoon member that rated a platoon.

Results

Data from the measures were analyzed to describe the rated level of platoon performance and variation in performance ratings. The data were also analyzed to assess the correspondence between measures of unit performance made by the participating OCs and by the unit members also rating platoon performance.

Ratings of Performance

Table 7 summarizes the ratings of platoon performance made by and computed for the OCs, CCs, and PLTs. This table also includes the ratings by each type of platoon member. Table W-1, Appendix W, contains the ratings for each platoon sampled.

As shown in Table 7, there was considerable difference in the OC ratings of platoon performance compared to the CC and PLT ratings. The OC average of 2.11 indicated that platoons needed "a lot of training." The averages for CCs and PLTs indicated a need for "a little training." Average ratings for the types of platoon members (PLs through SMS) closely approximated the average PLT rating, of which their ratings were components.

Table W-1 indicates that there was differentiation within both companies and battalions in the OC and PLT ratings of platoon performance. Of the 14 CCs making ratings, eight gave somewhat different ratings to the platoons in their companies. The remaining six CCs rated all of their platoons the same. Of those six, one rated his platoons appreciably above the CC average of 3.2 ($x = 4.0$); two rated their platoons somewhat below the CC average (2.8 and 2.9); and three rated their platoons close to the average (3.0 and 3.4). Despite the obtained variation in ratings, the five battalions significantly differed in the performance ratings given their platoon by OCs, PLTs, as well as CCs (see Table W-2). However, the differences appear attributable largely to the platoons in one of the five battalions (battalion # 6) which received relatively lower ratings on all measures compared to all other platoons.

Consistency of Ratings

The PLT and CC performance ratings provide the largest and most robust samples for research due to the small sample presently available (that is, 60 platoons) and the loss of OC ratings in three of the five battalions sampled. The consistency of the ratings of platoon performance by OCs, CCs, and PLTs is therefore of interest especially since OCs rated platoon performance appreciably lower than did either CCs or PLTs. Also of interest is the consistency of performance ratings by the types of platoon members whose ratings were aggregated to form the PLT measure. Table 8 presents the pertinent correlations.

As Table 8 shows, the correlations between the OC, CC, and PLT platoon performance measures were positive and statistically significant. However, the sizes of the correlations ranged from .34 to .50 and, thus, were at best "moderate". This indicates the possibility that OCs, CCs, and PLTs took some similar but also some different factors into account in rating platoon performance.

Table 7

Summary of Ratings of Platoon Performance

<u>Rater</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Number platoons</u>
Observer/Controller (OC)	2.11	.41	23
Company Commander (CC)	3.20	.43	42
Platoon Leader	3.13	.49	49
Platoon Sergeant	3.22	.44	42
Squad Leaders	3.17	.42	50
Squad Members	3.26	.47	32
All Platoon Members (PLT)	3.21	.32	58

Table 8

Correlations between Measures of Platoon CTC Performance

Rater	1	2	3	4	5	6	7
Observer-Controller (1)	-	.50* (20)	.41* (48)	.32 (20)	.75** (16)	.00 (19)	.35 (14)
Company Commander (2)		-	.34* (40)	.30* (36)	.34 (29)	.08 (34)	.18 (23)
Platoon Members (3)			-	.70** (49)	.80** (42)	.64** (50)	.70** (32)
Platoon Leader (4)				-	.43** (37)	.11 (43)	.20 (30)
Platoon Sergeant (5)					-	.29* (37)	.32 (24)
Squad Leaders (6)						-	.33* (31)
Squad Members (7)							-

Note. Sample per correlation in parentheses. * $p \leq .05$, ** $p \leq .01$.

The correlations in Table 8 suggest that the four types of platoon members had somewhat different perspectives when they rated platoon performance. These perspectives also appear to have been most similar for the platoon members occupying successive positions in the rank hierarchy of a platoon. More specifically, the performance ratings by each member type showed the expected high and significant part-whole correlation with the composite PLT measure ($.80 \leq r \leq .64$). However, the performance ratings of only those platoon members at successive positions--PL and PS, PS and SLs, and SLs and SMS--were significantly correlated with each other, given sample sizes.

DISCUSSION

This report describes the data collection methods and psychometric properties of the original and revised scales for measuring home station determinants of unit performance. It also describes criterion measures of unit/platoon performance. While these measures have properties needed to meet the objectives of research on home station determinants, several factors deserve further consideration in planning analyses of the data.

Scales Measuring Home Station Factors

The results altogether suggest that the scales in the platoon questionnaire have the psychometric properties necessary for achieving the objectives of research on home station determinants. The scale scores showed patterns of differences by platoon member and by base and pre; such differentiation is critical for identification of predictors of unit performance. The internal consistency of the scales, as indicated by the coefficient alpha, was at least moderately strong and was high for most scales. The scale scores also produced patterns of inter-scale relationships that may help identify the other unit conditions instrumental to the obtained predictive relationships. The relationships between scales were such that factor analyses showed fewer dimensions than scales for the items in the construct groups of motivation, cohesion, leadership competence, and leadership mediating factors. This led to development of revised, alternative scales in those construct groups. The revisions resulted in a single measure of motivation (OMOTIV); two measures of cohesion from the items in four of the original cohesion scales (LHBOND and PPRIDE into PID and LVBOND and CPRIDE into CID); two scales measuring leader competency (TASK and DEV) from the items originally forming seven scales; and combination of the items originally measuring the style and overall effectiveness of a leader into two, overlapping scales. The psychometric properties of the revised scales resembled those of the original scales. It is expected that the revised scales have the predictive power of their original scales and, at the same time, better represent the dimensions actually contained in the platoon questionnaire. Both the original and revised scales are

available for research use. The overlap between a revised scale and the component original scales is such that it would be redundant to enter into the same analysis. The revised scales also tend to provide measures of broader construct groups such as leadership competence or motivation. This broad representation may be especially useful in analyses on research issues that require measurement of determinants factors from several domains.

While the home station measures have promise, analyses of their psychometric properties identified several factors that deserve consideration in analyses on the determinants issues. An initial consideration involves the sample providing questionnaire returns. As described earlier, the target sample for research consists of 60 platoons and their members. For the line platoons providing data, most were represented by an appreciable number of SMs. Even for the line platoons, however, there was some variation in the obtained sample, and the sample of SMs per specialty platoon was generally much smaller than that per line platoon. The obtained sample per platoon could be smaller than described depending on the scales analyzed. Specifically, many questionnaire items provided a response option of "can't rate". For the leadership competency items, respondents were also instructed to select the "can't rate" option depending on their history of experience with the leader rated. Thus, depending on the scales included in an analysis, small platoon samples could be reduced even further and, in those instances, misrepresent constructs requiring larger samples for stable or accurate measurement. For such scales, consideration should be given to the sample size needed for platoons included in the analysis.

A second consideration concerns the apparent systematic differences for some constructs by type of platoon member and by base and pre. Results on some of the cohesion measures exemplify these trends. Specifically, there was a tendency for progressively more favorable ratings with increases in the hierarchical position of the soldier in the platoon. Particularly for SMs, there were also differences between the base and pre ratings. In the design of analyses on research issues, the possible effects of such systematic differences on the identification of variable relationships needs consideration. Kelly (1987), for example, reported differences by grade and by time in unit for the cohesion instrument from which the scales in the platoon questionnaire were drawn. He also showed that the treatment of those differences in computation of unit scores substantially affected the pattern of relationships detected through the instrument.

Another consideration is the extent of association between scales in the platoon questionnaire. As reported earlier, the general pattern was that scales within the same construct group (e.g., motivation) were inter-correlated to at least a moderately high extent. Use of the revised scales, as opposed to several of

the original scales, would correct somewhat for problems created by the covariance among the original scales in a construct group. However, the revised scales do not correct another pattern of associations. That is, scales for some of the determinants constructs were strongly correlated with scales in other construct groups and originally viewed as somehow affecting (mediating, interacting with, determining) the relationship of the determinants constructs with unit performance. While there was a general tendency for stronger correlations across construct group for SMS and SLs, this was obtained for all four types of platoon members. Since the revised scales combined more items into a scale, this pattern was somewhat stronger for the revised scales. For instance, scales measuring leadership style (CONSID and STRUCT) were included in the questionnaire for their possible effects on relationships between leadership effectiveness and unit effectiveness. For SLs as the rater, the average correlation between ratings of the PL's CONSID and the PL's performance of the seven competencies at pre was .74. This correlation increased to .82 when the revised scales were correlated, that is, STYLEPL (which aggregated items from STRUCTPL and CONSIDPL) with TASKPL (which aggregated items from several of the separate competency scales). Correlations of these magnitudes raise questions as to whether the scales with high inter-correlations measure different constructs and as to whether they measure the constructs intended. These are of course questions about validity, and such questions require consideration in future research. High scale inter-correlations also suggest the possibility for some further scale revision. In this regard, it should be noted that despite the correlations across construct groups, the factor analyses across construct groups provided substantial validation for the construct groups in the questionnaire.⁷ In those factor analyses, the items for the scales in a single construct group tended to have highest loadings on a single factor, and this factor was generally separate from the factors on which items from other construct groups had highest loadings.

Platoon-level scores will be used in future analyses on the home station conditions predicting platoon performance and the strength of the predictive relationships. It is noteworthy that

⁷ The items for the leadership competencies and the leadership mediating factors were not included in the factor analyses conducted for this report. The high inter-correlations among those scales suggest that factor analysis would not have produced factors replicating the separate scales. Ongoing research by Alderks (1990) further indicates this. In that research, factor analysis of selected items measuring the leadership competencies and the leadership mediating factors produced a single factor for a leader. Items with high factor loadings have been used as a measure of "vertical bonding".

the platoon-level scores for SMs and SLs were computed by aggregating responses across individuals as well as across items. As examination of Appendix H shows, aggregation across respondents appears to have exaggerated even further some of the patterns of inter-scale correlations obtained for the individual-level scales.

The potential for exaggerated relationships has implications for the interpretation of results. It could attenuate the obtained strengths of relationship and, thereby, fail to indicate the actual importance of factors to unit preparedness. On the other hand, it could provide inflated estimates for factors the association of which is highly due to aggregation effects. Altogether, it appears that in assessing findings, emphasis should probably be given to patterns of relationships that are consistent (that is, replicated, congruent with other relationships, etc.) and that fit with prior expectations or hypotheses.

Measures of Platoon Performance

The measures of unit performance were computed as the average rating of platoon mission performance by either the observer-controller (OC) of a platoon, the members of the platoon (PLT), or the platoon's company commander (CC). OCs' ratings provided a considerably less favorable description of performance effectiveness than did the ratings by PLTs and CCs. Nevertheless, all measures showed variation across platoons in the level of performance. Variation in performance ratings across platoons is of course necessary for research on determinants of unit performance effectiveness.

The moderate correlations between the performance ratings of OCs, PLTs, and CCs raise some concern about the adequacy of some of the measures. It could be argued, for example, that some raters (e.g., OCs) are better judges of performance than others. Another argument is that the rating procedure and/or the performance setting failed to standardize the factors by OCs, PLTs, and CCs. This second argument suggests that the three sets of ratings differ in meaning but not necessarily in ways reflecting the capabilities of the raters to judge performance. Results of earlier research (Twohig & Tremble, 1991) support this view. In that research, company OCs as well as platoon OCs made per-mission and end-of-rotation ratings of the leadership effectiveness of the platoon leaders that they had monitored during NTC exercises. Correlations between comparable ratings by the two sets of OCs were similar to those reported here and, thus, were only moderately high (.43 to .46). Even if all three sets of ratings are meaningful, the measures can be expected to produce somewhat different patterns of results.

The possibility of different patterns of results for alternate measures of unit performance is somewhat troublesome given the availability of data for analysis. That is, OC ratings were obtained for only 23 of the 60 target platoons. Analyses with such small samples lack statistical power, and results may not be replicated with larger samples.

The PLT measure of unit performance was computed for each platoon as the average rating of the PL, PS, average SL, and average SM. The PLT score for any platoon was computed on the basis of the ratings available for the platoon. Thus, PLT scores varied by platoon in terms of the platoon members' ratings that were in the scores. As presented earlier, the performance ratings of only those platoon members at successive positions in the rank hierarchy of a platoon were significantly correlated, given sample sizes. Moreover, only ratings by PLs and PSs were significantly correlated with the OC and/or CC ratings. To maximize the overlap between the three measures of unit performance, therefore, consideration should be given to excluding from analyses those platoons for which data from only SMs (platoon codes 311, 332, and 513) or from only SMs and SLs (platoon code 454) were available for computing the PLT measure.

In summary, results on the measures of platoon performance suggest use of all three measures where appropriate to the issue under investigation. This approach will probably lead to some differences by measure of performance in the relationships obtained. This further emphasizes the importance of patterns of results, their consistency, and their fit with the expectations and hypotheses that guided the analyses. It is possible that the consistency of results for the different performance measures would be increased somewhat by excluding from analyses with the PLT measure those platoons which only the SMs and/or SLs had rated.

Platoon Determinants Data Sets

The measures of home station determinants and of platoon performance described in this report have been stored in two data sets for use in research. One data set contains the base and pre responses of the individual soldiers sampled. The other data set is structured around the platoon and contains for each platoon sampled the base and pre platoon-level scores for each of the four types of platoon members (SM through PL) in the platoon. Both data sets include codes that allow identification and manipulation of the data by the unit of which the individual/platoon was a member. The unit codes mask actual units designation but do allow analyses on relationships among the various types of data for each platoon in the data set.

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APPENDIX A

CROSSWALK OF ITEMS BY ORIGINAL CONSTRUCTS IN PLATOON QUESTIONNAIRE

This appendix summarizes the questionnaires administered to members of platoons as part of ARI's research on determinants of small unit performance. Questionnaires were administered at 4-6 months before (base) and just prior to (pre) a unit's training at a U. S. Army Combat Training Center. For each of those administrations, separate questionnaire forms were developed for the principal types of platoon members: squad members (SMs), squad leaders (SLs), platoon sergeants (PSSs), and platoon leaders (PLs).

This appendix "crosswalks" each questionnaire item by the construct it was intended to measure, by platoon member questionnaire form, and by the SPSSX variable name assigned to the construct. That is, the first column contains verbatim the questionnaire items; the items are ordered under the construct or variable that the items were to measure. The next columns identify the questionnaire forms and contain the questionnaire numbers of the items in the form (if the item appeared in the form). The last column identifies SPSSX variable names. If the item were aggregated to form a multiple item scale or if an item measured a predesignated construct, the variable name of the scale/construct is indicated. For other items, "same as item #s" is entered in this column. The latter entry indicates that the SPSSX variable name for the items was based on its questionnaire item number.

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	SM	SL	PS	PL	SM	SL	PS	PL	
<u>Job Involvement</u>									
I don't mind taking on extra duties and responsibilities in my work with this platoon.	4	4	3	3	4	4	3	3	JOBINV
I work hard and try to do as good a job as possible.	5	5	4	4	5	5	4	4	JOBINV
I look forward to coming to work every day.	6	6	5	5	6	6	5	5	JOBINV
I am very personally involved in my work.	7	7	6	6	7	7	6	6	JOBINV
<u>CTC Motivation</u>									
It really matters to me that we do well at the JRTC/NTC.	8	8	7	7	8	8	7	7	CTCMOTIV
I am putting in extra effort to prepare for the JRTC/NTC.	9	9	8	8	9	9	8	8	CTCMOTIV
I will learn a lot from the training at the JRTC/NTC.	10	10	9	9	10	10	9	9	CTCMOTIV
<u>Incentives</u>									
Public recognition for a job well done.	37	-	-	-	37	-	-	-	INCENTIV
Passes.	38	-	-	-	38	-	-	-	INCENTIV
Awards.	39	-	-	-	39	-	-	-	INCENTIV
Specialized training courses.	40	-	-	-	40	-	-	-	INCENTIV

FORM

Construct/Item

Construct/Item	BASE					PRE					VARIABLE INCENTIV
	SM	SL	PS	PL	SM	SL	PS	PL			
Letters of appreciation or commendation.	41	-	-	-	41	-	-	-	-	INCENTIV	
Promotions.	42	-	-	-	42	-	-	-	-	INCENTIV	
<u>SM Horizontal Bonding</u>											
The squad members in this platoon really care about each other.(1)	11	11	10	10	11	11	10	10	10	SMHBOND	
The squad members in the platoon work well together as a team.(1)	12	12	11	11	12	12	11	11	11	SMHBOND	
The squad members in this platoon pull together to get the job done.(1)	13	13	12	12	13	13	12	12	12	SMHBOND	
The squad members in this platoon trust each other.(1)	14	14	13	13	14	14	13	13	13	SMHBOND	
<u>Leader Horizontal Bonding</u>											
Leaders in this platoon really care about each other.(2)	15	15	14	14	15	15	14	14	14	LHBOND	
Leaders in this platoon work well together as a team.(2)	16	16	15	15	16	16	15	15	15	LHBOND	
Leaders in this platoon pull together to get the job done.(2)	17	17	16	16	17	17	16	16	16	LHBOND	

(1) Sentence begins with "Squad" for Base & Pre SL, PS, and PL.

(2) "Leaders" not underlined for Base & Pre SL, PS, and PL.

FORM

Construct/Item

	BASE					PRE					VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	
<u>Leader Vertical Bonding</u>											
Leaders in this platoon can get help from the company level leaders on difficult problems.	-	18	17	17	-	18	17	17	-	18	LVBOND
Leaders in this platoon and the company level leaders really care about each other.	-	19	18	18	-	19	18	18	-	19	LVBOND
Leaders in this platoon and the company level leaders plan and conduct training very well together.	-	20	19	19	-	20	19	19	-	20	LVBOND
Leaders at the company level have the skills and abilities to lead in combat.	-	21	20	20	-	21	20	20	-	21	LVBOND
<u>Platoon Pride</u>											
Squad members are proud to be in this platoon.	18	-	-	-	18	-	-	-	-	-	PPRIDE
Squad members feel they play an important part in accomplishing this platoon's mission.	19	-	-	-	19	-	-	-	-	-	PPRIDE
The leaders in this platoon are proud to be in this platoon.	-	22	21	21	-	22	21	21	-	22	PPRIDE
The leaders in this platoon feel they play an important part in accomplishing this platoon's mission.	-	23	22	22	-	23	22	22	-	23	PPRIDE

FORM

Construct/Item

Construct/Item	BASE					PRE					VARIABLE
	SM	SL	PS	PL	PL	SM	SL	PS	PL	PL	
<u>Company Pride</u>											
The leaders in this platoon are proud to be in this company.	-	24	23	23	23	-	24	23	23	23	CPRIDE
The leaders in this platoon feel they play an important part in accomplishing the company's mission.	-	25	24	24	24	-	25	24	24	24	CPRIDE
<u>Organizational Identification</u>											
When someone criticizes the Army, it feels like a personal insult.	20	26	25	25	25	20	26	25	25	25	ORGID
I'm interested in what others say about the Army.	21	27	26	26	26	21	27	26	26	26	ORGID
When I talk about the Army, I usually say <u>we</u> instead of <u>they</u> .	22	28	27	27	27	22	28	27	27	27	ORGID
The Army's successes are my successes.	23	29	28	28	28	23	29	28	28	28	ORGID
When someone praises the Army, it feels like a personal compliment.	24	30	29	29	29	24	30	29	29	29	ORGID
<u>Job Satisfaction</u>											
How useful is the work you do most of the time?	25	31	30	30	30	25	31	30	30	30	JOBSAT
How interesting is your work?	26	32	31	31	31	26	32	31	31	31	JOBSAT
How do you like your work?	27	33	32	32	32	27	33	32	32	32	JOBSAT

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
How would you rate your overall job satisfaction?	28	34	33	33	28	34	33	33	28	34	33	33	JOBSAT
<u>Company (Learning) Climate</u>													
Soldiers are assigned to the work they have been trained to do.	29	35	-	-	29	35	-	-	29	35	-	-	COCLIM
Soldiers are given a lot of responsibility for their work.	30	36	-	-	30	36	-	-	30	36	-	-	COCLIM
Soldiers are encouraged to do things on their own even if they sometimes make mistakes.	31	37	-	-	31	37	-	-	31	37	-	-	COCLIM
Soldiers get feedback on how they are doing.	32	38	-	-	32	38	-	-	32	38	-	-	COCLIM
The emphasis in this company is on getting things right and not just on looking good.	33	39	-	-	33	39	-	-	33	39	-	-	COCLIM
Soldiers can admit their mistakes and are helped to learn from them.	34	40	-	-	34	40	-	-	34	40	-	-	COCLIM
The leaders have confidence in the soldiers doing their jobs right.	35	41	-	-	35	41	-	-	35	41	-	-	COCLIM
When assigned new duties, soldiers are provided with guidance and direction.	36	42	-	-	36	42	-	-	36	42	-	-	COCLIM
<u>Training Management Style</u>													
The company leaders make sure we know how training plans and scheduled activities fit with the training goals from battalion.	-	-	34	34	-	-	34	34	-	-	34	34	TRANMGMT

FORM

Construct/Item

	<u>BASE</u>						<u>PRE</u>						<u>VARIABLE</u>
	SM	SL	PS	PL	SM	PL	SM	SL	PS	PL	SM	PL	
I have a clear understanding of the training goals for my company.	-	-	-	35	35	-	-	-	-	35	35	-	TRANMGMT
I have a clear understanding of the training goals for my platoon.	-	-	-	36	36	-	-	-	-	36	36	-	TRANMGMT
Battalion policies and practices help platoons in my company train effectively.	-	-	-	37	37	-	-	-	-	37	37	-	TRANMGMT
As a rule, platoons in this company are given the chance to correct weaknesses noticed during training.	-	-	-	38	38	-	-	-	-	38	38	-	TRANMGMT
Leaders in this company seek our ideas about the training needs of our platoons.	-	-	-	39	39	-	-	-	-	39	39	-	TRANMGMT
The company commander usually supports our platoon leader's decisions about our training needs.	-	-	-	40	40	-	-	-	-	40	40	-	TRANMGMT
The company commander usually provides the time and resources we need to train our platoon effectively.	-	-	-	41	41	-	-	-	-	41	41	-	TRANMGMT
<u>Training Conditions</u>													
During the past three months, what percent of the events on the weekly training schedule took place?	-	-	-	44	44	-	-	-	-	44	44	-	Same as item #s
During the past three months, what percent of the training conducted was not on the weekly training schedule?	-	-	-	45	45	-	-	-	-	45	45	-	Same as item #s

FORM

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
During the past three months, what percent of the training conducted allowed you enough time to practice and build confidence in your ability to meet your training goals?	-	-	46	46	-	-	-	-	Same as item #s
What percent of scheduled training time in the past three months was used to do things other than training?	-	-	47	47	-	-	-	-	Same as item #s
MILES equipment	-	-	120	126	-	-	120	126	Same as item #s
Ammunition (live or blank)	-	-	121	127	-	-	121	127	Same as item #s
TOW (M70) and/or DRAGON (LET/LES) trainers	-	-	122	128	-	-	122	128	Same as item #s
ATWESS cartridges for DRAGON training	-	-	123	129	-	-	123	129	Same as item #s
During the past three months, how much of the training conducted allowed you to train to standard (not to time)?	-	-	-	-	-	-	46	46	Same as item #s
What proportion of time during the last three months was allocated to nontraining activities?	-	-	-	-	-	-	47	47	Same as item #s
Radios (and batteries)	-	-	124	130	-	-	124	130	Same as item #s
Training reference materials	-	-	125	131	-	-	125	131	Same as item #s
Training ranges for live fire practice	-	-	126	132	-	-	126	132	Same as item #s
Training areas for tactical training	-	-	127	133	-	-	127	133	Same as item #s

FORM

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
Schedule support from higher command to free the platoon to train	-	-	128	134	-	-	128	134	Same as item #s
Protection from training distractors (e.g., long amounts of time required to travel to training areas; long waiting times; details)	-	-	129	135	-	-	129	135	Same as item #s
<u>CTC Experience Expectations</u>									
Be a realistic test of our combat skills.	133	131	136	-	134	133	137	-	CTCEXPER
Benefit the squad members, and not just the leadership.	134	132	137	-	135	134	138	-	CTCEXPER
Allow us to show just how good a platoon we are.	135	133	138	-	136	135	139	-	CTCEXPER
Get us useful feedback from the observers/controllers.	136	134	139	-	137	136	140	-	CTCEXPER
Actually improve our combat readiness.	137	135	140	-	138	137	141	-	CTCEXPER
<u>PS Initiating Structure</u>									
Maintains high standards of performance for our platoon.	100	69	-	-	100	69	-	-	STRUCTPS
Insists that we follow standard operating procedures (SOPs).	101	70	-	-	101	70	-	-	STRUCTPS
Assigns platoon members to particular tasks.	102	71	-	-	102	71	-	-	STRUCTPS
Takes full charge when emergencies arise.	103	72	-	-	103	72	-	-	STRUCTPS

FORM

Construct/Item

	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
<u>PL Initiating Structure</u>									
Maintains high standards of performance for our platoon.	114	111	87	-	114	112	87	-	STRUCTPL
Insists that we follow standard operating procedures (SOPs).	115	112	88	-	115	113	88	-	STRUCTPL
Assigns platoon members to particular tasks.	116	113	89	-	116	114	89	-	STRUCTPL
Takes full charge when emergencies arise.	117	114	90	-	117	115	90	-	STRUCTPL
<u>CC Initiating Structure</u>									
Maintains high standards of performance for our platoon.	-	-	106	107	-	-	106	107	STRUCTCC
Insists that we follow standard operating procedures (SOPs).	-	-	107	108	-	-	107	108	STRUCTCC
Assigns platoon members to particular tasks.	-	-	108	109	-	-	108	109	STRUCTCC
Takes full charge when emergencies arise.	-	-	109	110	-	-	109	110	STRUCTCC
<u>PS Consideration</u>									
Treats us fairly.	104	73	-	-	104	73	-	-	CONSIDPS
Looks out for the welfare of his people.	105	74	-	-	105	74	-	-	CONSIDPS
Encourages us to work together as a team.	106	75	-	-	106	75	-	-	CONSIDPS

FORM

Construct/Item

	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
Is friendly and approachable.	107	76	-	-	107	76	-	-	-	-	-	-	CONSIDPS
Settles conflicts when they occur in the platoon.	108	77	-	-	108	77	-	-	-	-	-	-	CONSIDPS
<u>PL Consideration</u>													
Treats us fairly.	118	115	91	-	118	116	91	-	-	-	-	-	CONSIDPL
Looks out for the welfare of his people.	119	116	92	-	119	117	92	-	-	-	-	-	CONSIDPL
Encourages us to work together as a team.	120	117	93	-	120	118	93	-	-	-	-	-	CONSIDPL
Is friendly and approachable.	121	118	94	-	121	119	94	-	-	-	-	-	CONSIDPL
Settles conflicts when they occur in the platoon.	122	119	95	-	122	120	95	-	-	-	-	-	CONSIDPL
<u>CC Consideration</u>													
Treats us fairly.	-	-	110	111	-	-	110	111	-	-	110	111	CONSIDCC
Looks out for the welfare of his people.	-	-	111	112	-	-	111	112	-	-	111	112	CONSIDCC
Encourages us to work together as a team.	-	-	112	113	-	-	112	113	-	-	112	113	CONSIDCC
Is friendly and approachable.	-	-	113	114	-	-	113	114	-	-	113	114	CONSIDCC
Settles conflicts when they occur in the company. (3)	-	-	114	115	-	-	114	115	-	-	114	115	CONSIDCC

(3) Sentence reads "platoon" rather than "company" for PL, Base & Pre.

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
<u>Boss Stress with PL</u>													
Becomes unpleasant with me when he is under pressure.	-	-	101	-	-	-	-	101	-	-	-	101	-
Is constantly changing the directions he gives to me.	-	-	102	-	-	-	-	102	-	-	-	102	-
Does not tell me what he expects from me.	-	-	103	-	-	-	-	103	-	-	-	103	-
Shows favoritism within the platoon.	-	-	104	-	-	-	-	104	-	-	-	104	-
Expects me to do too much in too little time.	-	-	105	-	-	-	-	105	-	-	-	105	-
<u>Boss Stress with CC</u>													
Becomes unpleasant with me when he is under pressure.	-	-	-	121	-	-	-	-	-	-	-	-	121
Is constantly changing the directions he gives to me.	-	-	-	122	-	-	-	-	-	-	-	-	122
Does not tell me what he expects from me.	-	-	-	123	-	-	-	-	-	-	-	-	123
Shows favoritism within the platoon.	-	-	-	124	-	-	-	-	-	-	-	-	124
Expects me to do too much in too little time.	-	-	-	125	-	-	-	-	-	-	-	-	125
<u>SL Overall Leadership Skills</u>													
Knows Army tactics and war fighting.	69	-	-	-	-	69	-	-	-	-	-	-	-
													LDRSL

FORM

Construct/Item

Construct/Item	BASE					PRE					VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL			
Works hard and tries to do as good a job as possible.	70	-	-	-	70	-	-	-	-	LDRSL	
Pulls his share of the load in the field.	71	-	-	-	71	-	-	-	-	LDRSL	
Would have my confidence if we were in combat together.	72	-	-	-	72	-	-	-	-	LDRSL	
Is an effective leader.	73	-	-	-	73	-	-	-	-	LDRSL	
<u>1st SL Overall Leadership Skills</u>											
1st Squad Leader	-	-	51	48	-	-	-	51	48	LDRSL1	
<u>2nd SL Overall Leadership Skills</u>											
2nd Squad Leader	-	-	52	49	-	-	-	52	49	LDRSL2	
<u>3rd SL Overall Leadership Skills</u>											
3rd Squad Leader	-	-	53	50	-	-	-	53	50	LDRSL3	
<u>4th SL Overall Leadership Skills</u>											
4th Squad Leader	-	-	54	51	-	-	-	54	51	LDRSL4	
<u>5th SL Overall Leadership Skills</u>											
5th Squad Leader	-	-	55	52	-	-	-	55	52	LDRSL5	

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
<u>PS Overall Leadership Skills</u>													
Knows Army tactics and war fighting.	109	78	-	72	109	78	-	72					LDRPS
Works hard and tries to do as good a job as possible.	110	79	-	73	110	79	-	73					LDRPS
Pulls his share of the load in the field.	111	80	-	74	111	80	-	74					LDRPS
Would have my confidence if we were in combat together.	112	81	-	75	112	81	-	75					LDRPS
Is an effective leader.	113	82	-	76	113	82	-	76					LDRPS
<u>PL Overall Leadership Skills</u>													
Knows Army tactics and war fighting.	123	120	96	-	123	121	96	-					LDRPL
Works hard and tries to do as good a job as possible.	124	121	97	-	124	122	97	-					LDRPL
Pulls his share of the load in the field.	125	122	98	-	125	123	98	-					LDRPL
Would have my confidence if we were in combat together.	126	123	99	-	126	124	99	-					LDRPL
Is an effective leader.	127	124	100	-	127	125	100	-					LDRPL
<u>CC Overall Leadership</u>													
Knows Army tactics and war fighting.	-	-	115	116	-	-	115	116					LDRCC

FORM

Construct/Item

	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
Works hard and tries to do as good a job as possible.	-	-	116	117	-	-	116	117	LDRCC
Pulls his share of the load in the field.	-	-	117	118	-	-	117	118	LDRCC
Would have my confidence if we were in combat together.	-	-	118	119	-	-	118	119	LDRCC
Is an effective leader.	-	-	119	120	-	-	119	120	LDRCC
<u>SL Motivating Subordinates</u>									
Sets a good example.	43	-	-	-	43	-	-	-	MOTSUBSL
Recognizes subordinates accomplishments.	44	-	-	-	44	-	-	-	MOTSUBSL
Holds the squad to high standards.	45	-	-	-	45	-	-	-	MOTSUBSL
Motivates soldiers to carry out the mission.	52	-	-	-	52	-	-	-	MOTSUBSL
<u>PS Motivating Subordinates</u>									
Sets a good example.	74	43	-	-	74	43	-	-	MOTSUBPS
Recognizes subordinates' accomplishments.	75	44	-	-	75	44	-	-	MOTSUBPS
Holds the platoon to high standards.	76	45	-	-	76	45	-	-	MOTSUBPS
Motivates subordinates to carry out the mission.	83	52	-	56	83	52	-	56	MOTSUBPS

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	
<u>PL Motivating Subordinates</u>									
Sets a good example.	-	83	56	-	-	83	56	-	MOTSUBPL
Recognizes subordinates' accomplishments.	-	84	57	-	-	84	57	-	MOTSUBPL
Holds the platoon to high standards.	-	85	58	-	-	85	58	-	MOTSUBPL
Motivates subordinates to carry out the mission.	-	94	67	-	-	95	67	-	MOTSUBPL
<u>CC Motivating Subordinates</u>									
Sets a good example.	-	-	-	77	-	-	-	77	MOTSUBCC
Recognizes subordinates' accomplishments.	-	-	-	78	-	-	-	78	MOTSUBCC
Holds the company to high standards.	-	-	-	79	-	-	-	79	MOTSUBCC
Motivates subordinates to carry out the mission.	-	-	-	89	-	-	-	89	MOTSUBCC
Works to achieve a positive command climate.	-	-	-	80	-	-	-	-	MOTSUBCC
<u>SL Soldier Team Development</u>									
Encourages squad members to rely on one another.	46	-	-	-	46	-	-	-	TMDEVSL
Develops teamwork for accomplishing platoon goals.	47	-	-	-	47	-	-	-	TMDEVSL
Encourages subordinates to take initiative.	66	-	-	-	66	-	-	-	TMDEVSL
Delegates decision making to subordinates.	67	-	-	-	67	-	-	-	TMDEVSL

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	SM	SL	PS	PL	SM	SL	PS	PL	
Provides opportunities for subordinates to lead in his place in the field.	68	-	-	-	68	-	-	-	TMDEVSL
<u>PS Soldier Team Development</u>									
Encourages subordinates to rely on one another.	77	46	-	-	77	46	-	-	TMDEVPS
Asks for input from subordinate leaders on what should be trained.	78	47	-	-	78	47	-	-	TMDEVPS
Develops teamwork for accomplishing platoon goals.	79	48	-	-	79	48	-	-	TMDEVPS
Encourages subordinates to take initiative.	97	66	-	69	97	66	-	69	TMDEVPS
Delegates decision making to subordinates.	98	67	-	70	98	67	-	70	TMDEVPS
Provides opportunities for subordinate leaders to lead in his place in the field.	99	68	-	71	99	68	-	71	TMDEVPS
<u>PL Soldier Team Development</u>									
Encourages subordinates to rely on one another.	-	86	59	-	-	86	59	-	TMDEVPL
Asks for input from subordinate leaders on what should be trained.	-	87	60	-	-	88	60	-	TMDEVPL
Develops teamwork for accomplishing platoon goals.	-	88	61	-	-	89	61	-	TMDEVPL
Encourages subordinates to take initiative.	-	108	84	-	-	109	84	-	TMDEVPL
Delegates decision making to subordinates.	-	109	85	-	-	110	85	-	TMDEVPL

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	SM	SL	PS	PL	SM	SL	PS	PL	
Provides opportunities for subordinate leaders to lead in his place in the field.	-	110	86	-	-	111	86	-	TMDEVPL
<u>CC Soldier Team Development</u>									
Encourages platoon leaders to help one another attain unit objectives.	-	-	-	81	-	-	-	81	TMDEVCC
Asks for input from subordinate leaders on what should be trained.	-	-	-	82	-	-	-	82	TMDEVCC
Develops teamwork for accomplishing company goals.	-	-	-	83	-	-	-	83	TMDEVCC
Encourages subordinates to take initiative.	-	-	-	104	-	-	-	104	TMDEVCC
Delegates decision making to subordinates.	-	-	-	105	-	-	-	105	TMDEVCC
Provides opportunities for subordinate leaders to lead in his place in the field.	-	-	-	106	-	-	-	106	TMDEVCC
Works hard to develop the platoon - level leaders	-	-	-	-	-	-	-	80	TMDEVCC
<u>SL Teaching/Training</u>									
Conducts training that makes squad members technically and tactically proficient.	48	-	-	-	48	-	-	-	TEACHSL
Provides feedback on performance to subordinates that results in improved performance.	49	-	-	-	49	-	-	-	TEACHSL
Develops regular habits of maintenance in the squad.	50	-	-	-	50	-	-	-	TEACHSL

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
Trains soldiers to check their own work.	51	-	-	-	51	-	-	-	-	-	-	-	TEACHSL
<u>PS Teaching/Training</u>													
Conducts training that makes subordinates technically and tactically proficient.	80	49	-	53	80	49	-	53					TEACHPS
Provides feedback on performance to subordinates that results in improved performance.	81	50	-	54	81	50	-	54					TEACHPS
Conducts platoon level training.	82	51	-	55	82	51	-	55					TEACHPS
<u>PL Teaching/Training</u>													
Conducts training that makes subordinates technically and tactically proficient.	-	89	62	-	-	90	62	-					TEACHPL
Provides feedback on performance to subordinates that results in improved performance.	-	90	63	-	-	91	63	-					TEACHPL
Plans and conducts platoon level training.	-	91	64	-	-	92	64	-					TEACHPL
<u>CC Teaching/Training</u>													
Provides feedback on performance to subordinates that results in improved performance.	-	-	-	84	-	-	-	84					TEACHCC
Determines what should be trained in the field.	-	-	-	85	-	-	-	85					TEACHCC
Appropriately determines the amount and type of training time.	-	-	-	86	-	-	-	86					TEACHCC

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	
<u>SL Planning</u>									
Plans what needs to be done, by when, and by which elements of the squad.	53	-	-	-		53	-	-	PLANSL
Makes use of available resources to accomplish the mission.	54	-	-	-		54	-	-	PLANSL
Makes changes to plans when there are changes in the situation.	55	-	-	-		55	-	-	PLANSL
Plans for alternative courses of action.	56	-	-	-		56	-	-	PLANSL
<u>PS Planning</u>									
Plans what needs to be done, by when, and by which elements of the platoon.	84	53	-	57		84	53	-	PLANPS
Makes use of available resources to accomplish the mission.	85	54	-	58		85	54	-	PLANPS
Makes changes to plans when there are changes in the situation.	86	55	-	59		86	55	-	PLANPS
Plans for alternative courses of action.	87	56	-	60		87	56	-	PLANPS
<u>PL Planning</u>									
Establishes goals for the platoon.	-	92	65	-		-	93	65	PLANPL
Establishes standards for the platoon.	-	93	66	-		-	94	66	PLANPL

FORM

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
Plans what needs to be done, by when, and by which elements of the platoon.	-	95	68	-	-	96	68	-	PLANPL
Makes use of available resources to accomplish the mission.	-	96	69	-	-	97	69	-	PLANPL
Makes changes to plans when there are changes in the situation.	-	97	70	-	-	98	70	-	PLANPL
Plans for alternative courses of action.	-	98	71	-	-	99	71	-	PLANPL
<u>CC Planning</u>									
Establishes goals for the company.	-	-	-	87	-	-	-	87	PLANCC
Establishes standards for the company.	-	-	-	88	-	-	-	88	PLANCC
Plans what needs to be done, by when, and by which elements of the company.	-	-	-	90	-	-	-	90	PLANCC
Makes use of available resources to accomplish the mission.	-	-	-	91	-	-	-	91	PLANCC
Makes changes to plans when there are changes in the situation.	-	-	-	92	-	-	-	92	PLANCC
Plans for alternative courses of action.	-	-	-	93	-	-	-	93	PLANCC
<u>SL Communication</u>									
Clearly communicates mission intent.	57	-	-	-	57	-	-	-	COMSL

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
Clearly tells squad members what needs to be done.	58	-	-	-	-	58	-	-	-	-	-	-	COMSL
Ensures that squad members understand his instructions.	59	-	-	-	-	59	-	-	-	-	-	-	COMSL
Listens effectively/actively to subordinates.	60	-	-	-	-	60	-	-	-	-	-	-	COMSL
<u>PS Communication</u>													
Clearly communicates mission intent.	88	57	-	-	-	88	57	-	-	57	-	-	COMPS
Clearly tells subordinates what needs to be done.	89	58	-	-	-	89	58	-	-	58	-	-	COMPS
Ensures that subordinates understand his instructions.	90	59	-	-	-	90	59	-	-	59	-	-	COMPS
Listens effectively/actively to subordinates.	91	60	-	-	-	91	60	-	-	60	-	-	COMPS
Gives critical information to the company leadership.	-	-	-	-	64	-	-	-	-	-	-	64	COMPS
Maintains communication with company.	-	-	-	-	65	-	-	-	-	-	-	65	COMPS
Makes sure he understands information provided from company level.	-	-	-	-	66	-	-	-	-	-	-	66	COMPS
<u>PL Communication</u>													
Clearly communicates mission intent.	-	99	72	-	-	-	100	72	-	-	-	-	COMPL
Clearly tells subordinates what needs to be done.	-	100	73	-	-	-	101	73	-	-	-	-	COMPL

FORM

Construct/Item

Construct/Item	BASE					PRE					VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL			
Ensures that subordinates understand his instructions.	-	101	74	-	-	102	74	-	COMPL		
Listens effectively/actively to subordinates.	-	102	75	-	-	103	75	-	COMPL		
Gives critical information to the company leadership.	-	-	79	-	-	-	79	-	COMPL		
Maintains communication with company.	-	-	80	-	-	-	80	-	COMPL		
Makes sure he understands information provided from company level.	-	-	81	-	-	-	81	-	COMPL		
CC Communication											
Clearly communicates mission intent.	-	-	-	94	-	-	-	94	COMCC		
Clearly tells subordinates what needs to be done.	-	-	-	95	-	-	-	95	COMCC		
Ensures that subordinates understand his instructions.	-	-	-	96	-	-	-	96	COMCC		
Listens effectively/actively to subordinates.	-	-	-	97	-	-	-	97	COMCC		
Directs communications in the field.	-	-	-	98	-	-	-	98	COMCC		
SL Supervision											
Checks on whether subordinates do their tasks correctly.	61	-	-	-	-	61	-	-	SUPVSL		

FORM

Construct/Item

	<u>BASE</u>						<u>PRE</u>						<u>VARIABLE</u>
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
Informs subordinates about what needs to be corrected, and then follows up to see that corrections are made.	62	-	-	-	62	-	-	-	-	-	-	-	SUPVSL
Specifies what tasks need to be done.	63	-	-	-	63	-	-	-	-	-	-	-	SUPVSL
<u>PS Supervision</u>													
Checks on whether subordinates do their tasks correctly.	92	61	-	61	92	61	-	61	-	-	-	61	SUPVPS
Informs subordinates about what needs to be corrected, and then follows up to see that corrections are made.	93	62	-	62	93	62	-	62	-	-	-	62	SUPVPS
Specifies what tasks need to be done.	94	63	-	63	94	63	-	63	-	-	-	63	SUPVPS
<u>PL Supervision</u>													
Spot checks on whether subordinates do their tasks correctly.	-	103	76	-	-	104	76	-	-	104	76	-	SUPVPL
Informs subordinates about what needs to be corrected, and then follows up to see that corrections are made.	-	104	77	-	-	105	77	-	-	105	77	-	SUPVPL
Specifies what (not how) tasks need to be done.	-	105	78	-	-	106	78	-	-	106	78	-	SUPVPL
<u>CC Supervision</u>													
Spot checks on whether subordinates do their tasks correctly.	-	-	-	99	-	-	-	-	-	-	-	99	SUPVCC

FORM

Construct/Item

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
Informs subordinates about what needs to be corrected, and then follows up to see that corrections are made.	-	-	-	100	-	-	-	100	SUPVCC
Specifies what (not how) tasks need to be done.	-	-	-	101	-	-	-	101	SUPVCC
<u>SL Initiative</u>									
Goes ahead and does what needs to be done without waiting to be told to do it.	64	-	-	-	64	-	-	-	INITSL
Figures out <u>how</u> to accomplish the task when he has only been given the objective.	65	-	-	-	65	-	-	-	INITSL
<u>PS Initiative</u>									
Goes ahead and does what needs to be done without waiting to be told to do it.	95	64	-	67	95	64	-	67	INITPS
Figures out <u>how</u> to accomplish the task when he has only been given the objective.(4)	96	65	-	68	96	65	-	68	INITPS
<u>PL Initiative</u>									
Goes ahead and does what needs to be done without waiting to be told to do it.	-	106	82	-	-	107	82	-	INITPL

(4) Word "how" not underlined in Base SM.

Construct/Item

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
Figures out how to accomplish the task when he has only been given the objective.	-	107	83	-	-	108	83	-	INITPL
<u>CC Initiative</u>									
Goes ahead and does what needs to be done without waiting to be told to do it.	-	-	-	102	-	-	-	102	INITCC
Figures out how to accomplish the task when he has only been given the objective.	-	-	-	103	-	-	-	103	INITCC
<u>Training Effectiveness</u>									
Individual tasks	128	125	130	136	128	126	130	136	TRANEFF
Squad/crew tasks	129	126	131	137	129	127	131	137	TRANEFF
Movement to contact	130	127	132	138	130	128	132	138	TRANEFF
Defense	131	128	133	139	131	129	133	139	TRANEFF
Deliberate attack	132	129	134	140	132	130	134	140	TRANEFF
All mission training plan items applicable to us.	-	130	135	141	-	-	-	-	TRANEFF
Hasty attack	-	-	-	-	133	131	135	141	TRANEFF
Overall performance	-	-	-	-	-	132	136	142	TRANEFF

FORM

Construct/Item	BASE								PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL					
<u>Platoon Effectiveness</u>													
Does a good job in garrison.	138	136	141	142	139	138	142	143				PLTEFF	
Does a good job in the field.	139	137	142	143	140	139	143	144				PLTEFF	
Is able to accomplish any mission it is given.	140	138	143	144	141	140	144	145				PLTEFF	
Is ready for combat at this time.	141	139	144	145	142	141	145	146				PLTEFF	
Will perform well at the JRTC/NTC.	142	140	145	146	143	142	146	147				PLTEFF	
<u>Time in Present Squad</u>													
How long have you been in your present squad?	147	-	-	-	148							TSQUAD	
<u>Time in Present Platoon</u>													
How long have you been in your present platoon?	152	147	152	153	152	149	153	153				TPLT	
<u>Time with Present Squad Leader</u>													
How long has your present Squad Leader been your Squad Leader?	148	-	-	-	149	-	-	-				TSL	
<u>No. Different Squad Leaders</u>													
Since you have been assigned to this squad, how many different Squad Leaders have you had?	149	-	-	-	150	-	-	-				NSL	

FORM

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
<u>Time with Present Platoon Sergeant</u>									
How long has your present Platoon Sergeant been your Platoon Sergeant?	153	152	-	156	153	154	-	156	TPS
<u>No. Different Platoon Sergeants</u>									
Since you have been assigned to this Platoon, how many different Platoon Sergeants have you had?	154	153	-	157	154	155	-	157	NPS
<u>Time with Present Platoon Leader</u>									
How long has your present Platoon Leader been your Platoon Leader?	155	150	155	-	155	152	156	-	TPL
<u>No. Different Platoon Leaders</u>									
Since you have been assigned to this Platoon, how many different Platoon Leaders have you had?	156	151	156	-	156	153	157	-	NPL
<u>Time Having Worked with Most Other Squad Members</u>									
I have worked with most (more than half) of the members of my squad:	150	-	-	-	151	-	-	-	TSQUADWK
<u>% of SMs that Respondent Attended IET/OSUT with</u>									
About how many soldiers in your present squad went through IET (initial entry training) or OSUT (One Station Unit Training) with you?	151	-	-	-	-	-	-	-	NTRNG

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	PL	SM	SL	PS	PL	SM	PL	
<u>Time Having Worked with Most Other Platoon Members</u> I have worked with most (more than half) of the members of my Platoon:	157	-	-	-	157	-	-	-	-	-	-	-	TPLTWK
<u>Time as SL in Present Squad</u> How long have you been a Squad Leader in this platoon?	-	148	-	-	-	-	-	150	-	-	-	-	TSLTHIS
<u>Time as PS in Present Squad</u> How long have you been Platoon Sergeant of this platoon?	-	-	153	-	-	-	-	-	154	-	-	-	TPSTHIS
<u>Time as PL in Present Platoon</u> How long have you been Platoon Leader of this platoon?	-	-	-	154	-	-	-	-	-	154	-	-	TPLTHIS
<u>Company</u> What Company are you assigned to?	1	1	1	1	1	1	1	1	1	1	1	1	COMPANY
<u>Platoon</u> What Platoon are you assigned to?	2	2	2	2	2	2	2	2	2	2	2	2	PLATOON
<u>Squad</u> What Squad or Section are you assigned to?	3	3	-	-	3	-	3	3	-	-	-	-	SQUAD

FORM

Construct/Item	BASE						PRE						VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	SM	SL	PS	PL	
<u>Marital Status</u>													
What is your marital status?	143	141	146	147	144	143	147	148		143	147	148	MARITAL
<u>No. Children</u>													
Do you have children?	144	142	147	148	145	144	148	149		144	148	149	CHILDREN
<u>Where Live</u>													
Where are you now living while in the Army?	145	143	148	149	146	145	149	150		145	149	150	DOMICILE
<u>Army Active Duty Time</u>													
How long have you been on active duty in the Army?	146	144	149	150	147	146	149	151		146	149	151	TACTIVE
<u>Total Time in TO&E Company</u>													
As of today, how long have you served in a TO&E line company?	-	145	150	151	-	147	151	-		147	151	-	TTOECO
<u>Time in Present Rank</u>													
How long have you been in the military grade or rank that you now hold?	-	146	151	152	-	148	152	152		148	152	152	TRANK
<u>Total Time as SL</u>													
How long have you been a Squad Leader in this platoon and in platoons in other units?	-	149	-	-	-	151	-	-		151	-	-	TSLOTHER

FORM

Construct/Item	BASE				PRE				VARIABLE
	SM	SL	PS	PL	SM	SL	PS	PL	
<u>Total Time as PS</u>									
How long have you been a Platoon Sergeant in this platoon and in platoons in other units?	-	-	154	-	-	-	155	-	TPSOTHER
<u>Total Time as PL</u>									
How long have you been a Platoon Leader in this platoon and in platoon in other units?	-	-	-	155	-	-	-	155	TPLOTHER
<u>Period of Enlistment Contract</u>									
I enlisted in the Army for:	158	-	-	-	158	-	-	-	TENLIST
<u>Career Intentions</u>									
Which of the following best describes your career intentions at the present time?	159	154	157	158	159	156	158	158	CAREER
<u>Previous Experience at CTCs</u>									
Have you taken part in training exercises at the JRTC or NTC?	160	155	158	159	160	157	159	159	JRTCCEX
<u>Previously Highest Leadership Role at CTC</u>									
What is the highest leadership position that you have had in a unit being trained at the JRTC/NTC? (Do not include any experience in a OPFOR unit.)	-	156	159	160	-	158	160	160	LDRPOS

FORM

Construct/Item

	<u>BASE</u>				<u>PRE</u>				<u>VARIABLE</u>
	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	<u>SM</u>	<u>SL</u>	<u>PS</u>	<u>PL</u>	
<u>Company Trains SL to be Trainers</u>	-	-	42	42	-	-	42	42	Same as item #s
<u>PS Prepared to be Effective Trainers</u>									
<u>Platoon sergeants in this company have been prepared to be effective trainers.</u>	-	-	43	43	-	-	43	43	Same as item #s
<u>No. SLs in Platoon</u>									
<u>How many squad leaders do you currently have in your platoon?</u>	-	-	48	-	-	-	48	-	Same as item #s
<u>PL cares about SMS</u>									
<u>Really cares about members of this platoon.</u>	-	-	-	-	-	87	-	-	Same as item #s
<u>No. SLs in Platoon for 1 month</u>									
<u>How many of your current squad leaders have been squad leaders in your platoon for one month or longer?</u>	-	-	49	-	-	49	-	-	Same as item #s
<u>No. SLs Observed in Field Exercises</u>									
<u>Of the squad leaders who have been squad leaders in your platoon one month or longer, HOW MANY have you observed in field exercises?</u>	-	-	50	-	-	50	-	-	Same as item #s

APPENDIX B

PLATOON MEMBER AND COMPANY COMMANDER MEASURES
OF PLATOON PERFORMANCE

During your recent JRTC rotation, how well did your Platoon perform the operations listed next? Use this scale:

A = Trained

B = Needs a little training

C = Needs a lot of training

D = Untrained

E = Not observed/Did not perform

Enter your choices in the spaces provided.

My Platoon---

Movement to contact _____

Hasty attack _____

Deliberate attack _____

Raid _____

Ambush _____

Reconnaissance and security _____

Defend _____

Retrograde _____

Overall performance _____

Figure B-1. Items for Rating Platoon CTC Performance by Members and Leaders in Platoons.

For the operations listed below, rate the performance of your platoons and of your company as a whole during your recent CTC rotation. Use this scale:

- A = Trained
- B = Needs a little training
- C = Needs a lot of training
- D = Untrained
- E = Not observed/Did not perform

<u>Operation</u>	<u>1st Plt</u>	<u>2nd Plt</u>	<u>3rd Plt</u>	<u>Overall Company</u>
Movement to contact	a _____	b _____	c _____	d _____
Hasty attack	a _____	b _____	c _____	d _____
Deliberate attack	a _____	b _____	c _____	d _____
Raid	a _____	b _____	c _____	d _____
Ambush	a _____	b _____	c _____	d _____
Recon & Security	a _____	b _____	c _____	d _____
Defend	a _____	b _____	c _____	d _____
Retrograde	a _____	b _____	c _____	d _____
Overall performance	a _____	b _____	c _____	d _____

Figure B-2. Items for Rating Platoon CTC Performance by Company Commanders.

APPENDIX C

RESPONSE ALTERNATIVES FOR ITEMS IN PLATOON QUESTIONNAIRE

Construct

JOBINV, CTCMOTIV, SMHBOND
LHBOND, LVBOND, PPRIDE,
CPRIDE, ORGID, COCLIM,
TRANMGMT, CTCEXPER, PLTEFF

MOTSUB, TMDEV, TEACH,
PLAN, COM, SUPV, INIT

STRUCT, CONSID, STRESS

Response Alternatives for
Items Measuring Construct

Indicate how much you
personally agree:

- A = Strongly agree
- B = Agree
- C = Neither agree nor
disagree
- D = Disagree
- E = Strongly disagree

Describe the leader's
task performance:

- A = Best of all
- B = Excellent
- C = Good
- D = Fair
- E = Poor
-
- F = Not observed/Don't
know

Indicate how often the
leader performs as
described:

- A = Almost always
- B = Usually
- C = Sometimes
- D = Not usually
- E = Almost never
-
- F = Not observed/Don't
know

Construct

TRANEFF

Response Alternatives for
Items Measuring Construct

Rate the proficiency of
your platoon in the areas
listed:

Base

- A = Trained
- B = Needs a little
training
- C = Needs a lot of
training
- D = Untrained

- E = Have no basis for
rating

Pre

- A = Extremely proficient
- B = Very proficient
- C = Proficient
- D = Not very proficient
- E = not proficient

- F = Have no basis for
rating

INCENTIV

Are the incentives used
effectively:

- A = Used often, given to
the right people
- B = Used often, given
the wrong people
- C = Used occasionally,
given to the right
people
- D = Used occasionally,
given to the wrong
people
- E = Seldom used

Construct

Response Alternatives for
Items Measuring Construct

JOBSAT

Response options varied
by item as follows:

"How useful is the work
you do most of the
time?"

- A = Very useful
- B = Quite useful
- C = Somewhat useful
- D = Slightly useful
- E = Not at all useful

"How interesting is your
work?"

- A = Very interesting
- B = Quite interesting
- C = Somewhat interesting
- D = Slightly interesting
- E = Not at all
interesting

"How do you like your
work?"

- A = Like it a lot
- B = Like it
- C = Borderline
- D = Dislike it
- E = Dislike it a lot

"How would you rate your
overall job
satisfaction?"

- A = Very high
- B = High
- C = Borderline
- D = Low
- E = Very low

APPENDIX D

DESCRIPTIVE STATISTICS FOR ITEMS IN PLATOON QUESTIONNAIRE

Appendix D contains item means and standard deviations for both the individual and platoon levels. All forms of the questionnaire are represented (base and pre; SM, SL, PS, and PL).

TABLE D-1

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
SQUAD MEMBERS, INDIVIDUAL LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	3.572	1.074	51	3.435	1.213	98	3.379	1.246
5	4.368	0.765	52	3.362	1.244	99	3.420	1.293
6	2.938	1.140	53	3.554	1.165	100	4.116	1.086
7	3.469	1.101	54	3.566	1.107	101	4.132	1.001
8	4.081	1.000	55	3.537	1.087	102	3.978	1.038
9	3.536	1.036	56	3.429	1.150	103	3.996	1.139
10	3.944	1.064	57	3.441	1.214	104	3.735	1.278
11	3.421	1.124	58	3.554	1.172	105	3.874	1.250
12	3.778	1.015	59	3.457	1.169	106	3.955	1.129
13	3.842	1.009	60	3.164	1.303	107	3.753	1.294
14	3.219	1.122	61	3.592	1.057	108	3.903	1.144
15	3.232	1.142	62	3.584	1.069	109	4.130	1.084
16	3.439	1.107	63	3.611	1.076	110	4.114	1.093
17	3.682	1.050	64	3.410	1.192	111	3.812	1.250
18	3.610	1.163	65	3.444	1.145	112	3.899	1.326
19	3.735	1.096	66	3.451	1.193	113	4.008	1.231
20	3.601	1.295	67	3.158	1.217	114	4.125	1.042
21	3.600	1.172	68	3.242	1.320	115	4.112	1.018
22	3.859	1.084	69	4.016	1.095	116	3.826	1.144
23	3.429	1.170	70	4.126	1.056	117	3.855	1.174
24	3.655	1.116	71	3.831	1.289	118	3.870	1.196
25	3.216	1.190	72	3.734	1.424	119	3.887	1.203
26	3.171	1.188	73	3.865	1.262	120	4.033	1.075
27	3.298	1.177	74	3.658	1.241	121	4.002	1.182
28	3.278	1.106	75	3.347	1.300	122	3.743	1.210
29	3.385	1.113	76	3.799	1.200	123	3.954	1.171
30	3.468	1.100	77	3.550	1.211	124	4.121	1.101
31	3.331	1.223	78	3.379	1.301	125	3.907	1.200
32	3.652	1.121	79	3.539	1.210	126	3.775	1.344
33	3.432	1.287	80	3.493	1.231	127	3.921	1.219
34	3.374	1.126	81	3.488	1.246	128	3.689	0.902
35	3.219	1.113	82	3.561	1.229	129	3.846	0.930
36	3.418	1.094	83	3.502	1.223	130	3.738	0.965
37	2.730	1.363	84	3.654	1.123	131	3.850	0.977
38	2.824	1.440	85	3.660	1.118	132	3.789	1.003
39	2.760	1.298	86	3.654	1.101	133	3.820	1.057
40	2.708	1.335	87	3.588	1.147	134	3.927	1.049
41	2.588	1.369	88	3.512	1.192	135	3.942	1.054
42	2.886	1.264	89	3.632	1.150	136	3.847	1.009
43	3.296	1.238	90	3.570	1.167	137	3.907	1.049
44	3.209	1.211	91	3.316	1.340	138	3.987	0.915
45	3.622	1.164	92	3.640	1.122	139	4.167	0.830
46	3.465	1.213	93	3.652	1.115	140	4.070	0.904
47	3.382	1.231	94	3.711	1.071	141	3.255	1.234
48	3.334	1.214	95	3.708	1.214	142	3.940	0.932
49	3.320	1.256	96	3.660	1.115			
50	3.424	1.165	97	3.580	1.186			

TABLE D-2

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
SQUAD MEMBERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	3.548	0.376	51	3.449	0.474	98	3.374	0.644
5	4.371	0.248	52	3.382	0.488	99	3.389	0.617
6	2.899	0.444	53	3.553	0.484	100	4.122	0.554
7	3.440	0.452	54	3.591	0.469	101	4.149	0.416
8	4.086	0.398	55	3.534	0.480	102	3.975	0.453
9	3.516	0.422	56	3.461	0.496	103	3.994	0.529
10	3.948	0.472	57	3.460	0.517	104	3.701	0.701
11	3.391	0.446	58	3.563	0.465	105	3.865	0.654
12	3.759	0.503	59	3.461	0.454	106	3.981	0.550
13	3.813	0.483	60	3.153	0.584	107	3.737	0.721
14	3.178	0.515	61	3.610	0.402	108	3.901	0.567
15	3.187	0.535	62	3.624	0.431	109	4.161	0.509
16	3.399	0.602	63	3.616	0.428	110	4.126	0.552
17	3.664	0.587	64	3.380	0.468	111	3.822	0.743
18	3.601	0.656	65	3.439	0.529	112	3.894	0.757
19	3.731	0.512	66	3.487	0.458	113	3.993	0.689
20	3.578	0.486	67	3.158	0.452	114	4.160	0.410
21	3.566	0.432	68	3.276	0.530	115	4.122	0.356
22	3.832	0.424	69	4.029	0.417	116	3.856	0.412
23	3.413	0.454	70	4.120	0.369	117	3.917	0.462
24	3.628	0.420	71	3.827	0.496	118	3.873	0.553
25	3.166	0.500	72	3.721	0.581	119	3.921	0.539
26	3.152	0.543	73	3.889	0.485	120	4.074	0.475
27	3.279	0.520	74	3.649	0.689	121	3.984	0.604
28	3.264	0.478	75	3.380	0.715	122	3.751	0.496
29	3.412	0.470	76	3.831	0.652	123	3.978	0.540
30	3.444	0.503	77	3.590	0.646	124	4.136	0.490
31	3.302	0.450	78	3.421	0.656	125	3.928	0.541
32	3.639	0.442	79	3.589	0.651	126	3.805	0.651
33	3.399	0.542	80	3.533	0.592	127	3.955	0.578
34	3.373	0.413	81	3.509	0.660	128	3.676	0.405
35	3.177	0.435	82	3.625	0.583	129	3.816	0.421
36	3.444	0.440	83	3.500	0.681	130	3.761	0.383
37	2.742	0.506	84	3.634	0.659	131	3.862	0.311
38	2.751	0.615	85	3.668	0.612	132	3.805	0.423
39	2.738	0.458	86	3.622	0.644	133	3.822	0.366
40	2.760	0.497	87	3.569	0.633	134	3.948	0.427
41	2.568	0.463	88	3.514	0.607	135	3.994	0.391
42	2.866	0.459	89	3.643	0.589	136	3.864	0.385
43	3.278	0.493	90	3.585	0.604	137	3.936	0.361
44	3.195	0.511	91	3.292	0.756	138	3.974	0.379
45	3.630	0.507	92	3.620	0.558	139	4.163	0.338
46	3.485	0.474	93	3.607	0.582	140	4.079	0.389
47	3.378	0.499	94	3.669	0.550	141	3.226	0.541
48	3.361	0.508	95	3.684	0.674	142	3.940	0.379
49	3.313	0.549	96	3.655	0.645			
50	3.453	0.435	97	3.600	0.601			

TABLE D-3

MEANS AND STANDARD DEVIATIONS, PRE QUESTIONNAIRE
SQUAD MEMBERS, INDIVIDUAL LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	3.402	1.095	51	3.391	1.197	98	3.157	1.334
5	4.235	0.839	52	3.312	1.174	99	3.171	1.371
6	2.675	1.111	53	3.456	1.110	100	3.795	1.216
7	3.328	1.080	54	3.470	1.109	101	3.833	1.160
8	3.786	1.101	55	3.498	1.079	102	3.662	1.140
9	3.506	1.067	56	3.388	1.105	103	3.697	1.247
10	3.666	1.138	57	3.435	1.164	104	3.366	1.387
11	3.187	1.099	58	3.466	1.166	105	3.503	1.376
12	3.653	1.014	59	3.480	1.147	106	3.646	1.222
13	3.703	1.022	60	3.211	1.263	107	3.437	1.374
14	3.075	1.080	61	3.511	1.055	108	3.558	1.278
15	3.044	1.086	62	3.518	1.076	109	3.794	1.219
16	3.244	1.119	63	3.526	1.101	110	3.708	1.244
17	3.462	1.084	64	3.402	1.148	111	3.414	1.397
18	3.331	1.208	65	3.483	1.116	112	3.535	1.410
19	3.529	1.091	66	3.445	1.162	113	3.636	1.357
20	3.464	1.285	67	3.265	1.194	114	3.875	1.161
21	3.488	1.169	68	3.347	1.262	115	3.901	1.101
22	3.740	1.119	69	3.986	1.079	116	3.666	1.172
23	3.288	1.149	70	3.988	1.089	117	3.709	1.219
24	3.495	1.140	71	3.736	1.256	118	3.653	1.253
25	2.978	1.198	72	3.770	1.381	119	3.689	1.235
26	2.910	1.171	73	3.860	1.232	120	3.779	1.172
27	3.056	1.155	74	3.245	1.315	121	3.847	1.174
28	3.112	1.098	75	3.081	1.304	122	3.584	1.221
29	3.318	1.064	76	3.455	1.275	123	3.812	1.174
30	3.243	1.095	77	3.274	1.267	124	3.912	1.142
31	3.134	1.227	78	3.153	1.359	125	3.772	1.236
32	3.446	1.152	79	3.197	1.280	126	3.647	1.329
33	3.026	1.289	80	3.169	1.304	127	3.755	1.220
34	3.096	1.135	81	3.196	1.308	128	3.308	0.756
35	3.091	1.115	82	3.335	1.265	129	3.340	0.741
36	3.243	1.100	83	3.171	1.265	130	3.351	0.777
37	2.680	1.309	84	3.306	1.215	131	3.373	0.777
38	2.792	1.387	85	3.321	1.203	132	3.324	0.800
39	2.574	1.283	86	3.299	1.228	133	3.301	0.803
40	2.555	1.288	87	3.282	1.219	134	3.638	1.192
41	2.503	1.309	88	3.228	1.250	135	3.717	1.130
42	2.696	1.247	89	3.255	1.248	136	3.798	1.128
43	3.305	1.183	90	3.272	1.245	137	3.694	1.107
44	3.215	1.176	91	3.010	1.332	138	3.710	1.162
45	3.545	1.168	92	3.348	1.214	139	3.953	0.906
46	3.391	1.188	93	3.338	1.237	140	4.138	0.868
47	3.338	1.180	94	3.339	1.220	141	4.094	0.906
48	3.312	1.232	95	3.298	1.323	142	3.663	1.150
49	3.333	1.221	96	3.311	1.238	143	3.928	0.972
50	3.417	1.171	97	3.266	1.297			

TABLE D-4

MEANS AND STANDARD DEVIATIONS OF ITEMS, PRE QUESTIONNAIRE
SQUAD MEMBERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	3.413	0.444	51	3.397	0.463	98	3.118	0.782
5	4.255	0.268	52	3.320	0.466	99	3.122	0.750
6	2.714	0.446	53	3.494	0.447	100	3.794	0.669
7	3.336	0.358	54	3.491	0.448	101	3.843	0.532
8	3.844	0.479	55	3.494	0.400	102	3.662	0.588
9	3.549	0.421	56	3.405	0.485	103	3.701	0.727
10	3.710	0.468	57	3.471	0.469	104	3.354	0.841
11	3.186	0.479	58	3.463	0.497	105	3.506	0.818
12	3.666	0.425	59	3.465	0.492	106	3.633	0.681
13	3.722	0.434	60	3.200	0.543	107	3.426	0.795
14	3.049	0.499	61	3.539	0.359	108	3.517	0.732
15	3.036	0.507	62	3.545	0.376	109	3.776	0.718
16	3.255	0.618	63	3.556	0.413	110	3.708	0.697
17	3.470	0.537	64	3.379	0.506	111	3.403	0.867
18	3.375	0.714	65	3.478	0.470	112	3.508	0.900
19	3.551	0.444	66	3.437	0.443	113	3.613	0.845
20	3.457	0.472	67	3.221	0.517	114	3.864	0.602
21	3.514	0.382	68	3.303	0.570	115	3.901	0.458
22	3.742	0.393	69	4.012	0.482	116	3.627	0.589
23	3.302	0.443	70	4.006	0.490	117	3.716	0.596
24	3.515	0.398	71	3.716	0.598	118	3.665	0.689
25	2.943	0.471	72	3.746	0.647	119	3.672	0.677
26	2.934	0.519	73	3.862	0.537	120	3.777	0.642
27	3.082	0.507	74	3.241	0.853	121	3.837	0.628
28	3.144	0.410	75	3.077	0.748	122	3.548	0.641
29	3.337	0.367	76	3.466	0.744	123	3.805	0.635
30	3.260	0.454	77	3.287	0.761	124	3.896	0.573
31	3.124	0.559	78	3.139	0.803	125	3.732	0.678
32	3.479	0.469	79	3.182	0.799	126	3.614	0.737
33	3.042	0.540	80	3.145	0.826	127	3.738	0.650
34	3.127	0.510	81	3.194	0.769	128	3.313	0.297
35	3.065	0.517	82	3.360	0.695	129	3.363	0.274
36	3.261	0.454	83	3.150	0.787	130	3.360	0.318
37	2.683	0.510	84	3.293	0.727	131	3.376	0.294
38	2.803	0.552	85	3.296	0.729	132	3.322	0.326
39	2.596	0.489	86	3.272	0.741	133	3.307	0.313
40	2.540	0.520	87	3.235	0.756	134	3.671	0.489
41	2.488	0.523	88	3.209	0.729	135	3.757	0.498
42	2.667	0.507	89	3.234	0.764	136	3.837	0.451
43	3.273	0.521	90	3.244	0.746	137	3.724	0.458
44	3.215	0.466	91	2.972	0.840	138	3.714	0.498
45	3.562	0.505	92	3.354	0.629	139	3.962	0.366
46	3.395	0.480	93	3.338	0.679	140	4.167	0.344
47	3.343	0.504	94	3.339	0.654	141	4.130	0.375
48	3.310	0.543	95	3.292	0.799	142	3.652	0.560
49	3.350	0.498	96	3.284	0.781	143	3.957	0.387
50	3.441	0.459	97	3.248	0.745			

TABLE D-5

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
SQUAD LEADERS, INDIVIDUAL LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	4.131	0.884	51	3.360	1.224	98	3.276	1.202
5	4.692	0.538	52	3.447	1.185	99	3.321	1.272
6	3.336	1.134	53	3.513	1.099	100	3.290	1.244
7	4.173	0.841	54	3.646	1.055	101	3.319	1.243
8	4.388	0.830	55	3.632	1.111	102	3.212	1.307
9	3.887	0.955	56	3.535	1.079	103	3.380	1.148
10	3.939	1.150	57	3.534	1.196	104	3.282	1.142
11	3.626	0.909	58	3.584	1.104	105	3.187	1.274
12	3.874	0.871	59	3.568	1.133	106	3.124	1.304
13	3.963	0.903	60	3.416	1.252	107	3.346	1.233
14	3.384	0.995	61	3.611	1.000	108	3.344	1.270
15	3.523	1.086	62	3.584	0.992	109	3.115	1.301
16	3.756	1.008	63	3.637	1.013	110	2.917	1.403
17	3.981	0.942	64	3.641	1.122	111	3.730	1.206
18	3.526	1.122	65	3.648	1.057	112	3.779	1.147
19	3.140	1.087	66	3.726	1.064	113	3.538	1.191
20	2.901	1.158	67	3.566	1.186	114	3.714	1.246
21	3.479	1.053	68	3.448	1.234	115	3.623	1.343
22	3.850	1.037	69	4.178	0.964	116	3.663	1.294
23	4.164	0.891	70	4.117	0.927	117	3.741	1.186
24	3.463	1.124	71	4.078	0.957	118	3.834	1.200
25	3.864	1.028	72	4.227	0.992	119	3.489	1.280
26	3.902	1.153	73	4.014	1.169	120	3.826	1.211
27	3.906	0.972	74	4.154	1.084	121	4.098	1.104
28	4.038	0.905	75	4.227	0.932	122	3.861	1.223
29	3.765	1.047	76	4.072	1.081	123	3.505	1.402
30	3.953	0.999	77	4.118	1.037	124	3.618	1.324
31	3.653	1.087	78	4.211	0.961	125	3.389	0.883
32	3.512	1.139	79	4.333	0.886	126	3.411	0.898
33	3.853	1.015	80	4.130	1.073	127	3.278	0.919
34	3.592	1.031	81	4.079	1.145	128	3.433	0.931
35	3.458	1.064	82	4.176	1.047	129	3.176	0.979
36	3.319	1.100	83	3.332	1.183	130	3.303	0.906
37	3.645	1.124	84	3.264	1.163	131	3.640	1.145
38	3.892	1.025	85	3.445	1.203	132	4.005	0.912
39	3.294	1.301	86	3.259	1.165	133	3.794	1.090
40	3.648	1.065	87	3.293	1.383	134	3.888	1.019
41	3.347	1.051	88	3.186	1.216	135	3.804	1.057
42	3.687	0.988	89	3.162	1.258	136	4.052	0.747
43	3.502	1.123	90	3.353	1.180	137	4.146	0.724
44	3.440	1.126	91	3.330	1.270	138	4.005	0.827
45	3.712	1.100	92	3.428	1.252	139	3.038	1.251
46	3.588	1.143	93	3.301	1.233	140	3.731	1.030
47	3.481	1.339	94	3.164	1.220			
48	3.468	1.165	95	3.385	1.173			
49	3.456	1.184	96	3.332	1.198			
50	3.384	1.182	97	3.377	1.174			

TABLE D-6

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
SQUAD LEADERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	4.167	0.631	50	3.348	0.876	96	3.388	0.831
5	4.713	0.361	51	3.348	0.986	97	3.455	0.795
6	3.282	0.836	52	3.443	0.880	98	3.275	0.855
7	4.071	0.678	53	3.448	0.810	99	3.412	0.774
8	4.438	0.497	54	3.695	0.817	100	3.371	0.763
9	3.969	0.626	55	3.591	0.854	101	3.321	0.869
10	3.933	0.836	56	3.513	0.851	102	3.195	0.968
11	3.585	0.628	57	3.496	0.968	103	3.423	0.726
12	3.790	0.603	58	3.592	0.851	104	3.303	0.755
13	3.897	0.555	59	3.568	0.875	105	3.189	0.990
14	3.322	0.643	60	3.505	0.896	106	3.233	0.979
15	3.456	0.773	61	3.628	0.657	107	4.431	0.868
16	3.729	0.788	62	3.566	0.710	108	3.320	0.947
17	3.965	0.686	63	3.618	0.770	109	3.141	0.955
18	3.423	0.838	64	3.627	0.779	110	2.928	1.071
19	3.097	0.773	65	3.636	0.783	111	3.769	0.870
20	2.802	0.866	66	3.710	0.758	112	3.773	0.674
21	3.427	0.745	67	3.614	0.844	113	3.579	0.732
22	3.749	0.874	68	3.442	0.886	114	3.717	0.886
23	4.105	0.613	69	4.154	0.643	115	3.661	0.972
24	3.357	0.860	70	4.093	0.708	116	3.676	0.821
25	3.799	0.783	71	3.994	0.716	117	3.818	0.738
26	3.919	0.852	72	4.182	0.770	118	3.850	0.802
27	3.929	0.698	73	4.015	0.879	119	3.504	0.889
28	4.053	0.707	74	4.129	0.914	120	3.884	0.777
29	3.767	0.770	75	4.198	0.768	121	4.072	0.617
30	3.968	0.750	76	4.043	0.950	122	3.923	0.762
31	3.563	0.797	77	4.121	0.776	123	3.540	0.958
32	3.352	0.890	78	4.189	0.817	124	3.684	0.877
33	3.746	0.859	79	4.297	0.711	125	3.258	0.659
34	3.510	0.846	80	4.151	0.832	126	3.278	0.704
35	3.453	0.770	81	4.043	1.028	127	3.293	0.646
36	3.221	0.726	82	4.145	0.864	128	3.370	0.728
37	3.595	0.718	83	3.308	0.882	129	3.060	0.751
38	3.899	0.739	84	3.325	0.893	130	3.128	0.650
39	3.302	0.943	85	3.475	0.877	131	3.644	0.832
40	3.554	0.785	86	3.264	0.851	132	4.088	0.627
41	3.351	0.622	87	3.469	1.057	133	3.854	0.734
42	3.684	0.633	88	3.259	0.885	134	3.901	0.564
43	3.477	0.881	89	3.234	0.975	135	3.843	0.687
44	3.414	0.965	90	3.432	0.823	136	3.929	0.553
45	3.693	0.804	91	3.460	0.881	137	4.039	0.568
46	3.504	0.964	92	3.569	0.889	138	3.874	0.659
47	3.685	0.931	93	3.404	0.877	139	2.838	0.823
48	3.441	0.942	94	3.214	0.834	140	3.699	0.652
49	3.369	0.952	95	3.457	0.795			

TABLE D-7

MEANS AND STANDARD DEVIATIONS OF ITEMS, PRE QUESTIONNAIRE
SQUAD LEADERS, INDIVIDUAL LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	4.005	0.920	51	3.158	1.253	98	3.490	1.072
5	4.604	0.549	52	3.235	1.175	99	3.452	1.027
6	3.259	1.101	53	3.236	1.268	100	3.399	1.210
7	4.066	0.796	54	3.370	1.127	101	3.327	1.187
8	4.218	0.941	55	3.388	1.129	102	3.361	1.127
9	3.970	0.952	56	3.186	1.230	103	3.219	1.164
10	3.857	1.100	57	3.167	1.246	104	3.365	1.090
11	3.628	0.928	58	3.323	1.243	105	3.287	1.080
12	3.913	0.876	59	3.269	1.159	106	3.186	1.217
13	3.954	0.962	60	3.096	1.308	107	3.303	1.186
14	3.454	1.029	61	3.320	1.002	108	3.413	1.115
15	3.423	1.032	62	3.357	1.068	109	3.310	1.154
16	3.633	0.991	63	3.414	1.055	110	3.192	1.208
17	3.772	0.976	64	3.254	1.230	111	2.869	1.298
18	3.437	1.065	65	3.299	1.159	112	3.638	1.174
19	3.046	1.092	66	3.371	1.171	113	3.646	1.120
20	2.791	1.169	67	3.275	1.201	114	3.596	1.057
21	3.437	1.070	68	3.069	1.309	115	3.673	1.176
22	3.740	1.007	69	3.931	1.108	116	3.693	1.156
23	3.939	0.884	70	3.893	1.102	117	3.640	1.203
24	3.386	1.056	71	3.918	1.054	118	3.695	1.126
25	3.665	1.059	72	3.920	1.147	119	3.945	1.115
26	3.904	1.057	73	3.763	1.218	120	3.573	1.189
27	3.878	0.956	74	3.936	1.147	121	3.781	1.085
28	3.893	1.002	75	4.040	1.031	122	3.963	1.089
29	3.772	1.037	76	3.994	1.070	123	3.842	1.176
30	3.807	1.056	77	3.913	1.107	124	3.610	1.292
31	3.584	0.979	78	3.834	1.218	125	3.736	1.180
32	3.523	0.982	79	4.082	1.046	126	3.225	0.646
33	3.863	0.951	80	3.885	1.217	127	3.189	0.671
34	3.731	0.911	81	3.862	1.317	128	3.149	0.731
35	3.492	1.109	82	3.901	1.217	129	3.216	0.742
36	3.325	1.003	83	3.184	1.151	130	3.032	0.786
37	3.589	1.106	84	3.171	1.181	131	3.091	0.689
38	3.812	1.005	85	3.383	1.164	132	3.109	0.689
39	3.107	1.246	86	3.244	1.103	133	3.740	1.090
40	3.442	1.056	87	3.265	1.225	134	3.974	0.920
41	3.434	0.993	88	3.379	1.323	135	3.883	0.988
42	3.605	0.991	89	3.255	1.174	136	3.959	0.916
43	3.309	1.240	90	3.253	1.272	137	3.817	1.043
44	3.259	1.146	91	3.277	1.169	138	4.015	0.842
45	3.531	1.217	92	3.366	1.203	139	4.148	0.760
46	3.443	1.155	93	3.319	1.200	140	4.147	0.804
47	3.329	1.263	94	3.309	1.160	141	3.518	1.105
48	3.410	1.196	95	3.269	1.138	142	3.939	0.901
49	3.195	1.275	96	3.452	1.089			
50	3.308	1.211	97	3.436	1.114			

TABLE D-8

MEANS AND STANDARD DEVIATIONS OF ITEMS, PRE QUESTIONNAIRE
SQUAD LEADERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
4	4.007	0.628	51	3.222	0.999	98	3.496	0.709
5	4.639	0.335	52	3.258	0.918	99	3.421	0.750
6	3.174	0.786	53	3.243	0.999	100	3.358	0.970
7	4.094	0.449	54	3.380	0.888	101	3.323	0.853
8	4.221	0.656	55	3.411	0.896	102	3.341	0.780
9	3.961	0.586	56	3.244	0.933	103	3.233	0.861
10	3.786	0.793	57	3.206	0.961	104	3.332	0.857
11	3.664	0.602	58	3.344	0.985	105	3.263	0.786
12	3.983	0.678	59	3.302	0.950	106	3.168	0.863
13	4.018	0.728	60	3.134	1.067	107	3.272	0.914
14	3.479	0.654	61	3.411	0.669	108	3.362	0.868
15	3.499	0.802	62	3.408	0.786	109	3.284	0.844
16	3.694	0.816	63	3.418	0.734	110	3.128	0.869
17	3.834	0.735	64	3.277	0.912	111	2.832	0.921
18	3.340	0.839	65	3.313	0.892	112	3.622	0.878
19	3.016	0.828	66	3.454	0.821	113	3.686	0.832
20	2.757	0.833	67	3.345	0.766	114	3.597	0.847
21	3.412	0.831	68	3.116	0.944	115	3.689	0.878
22	3.736	0.820	69	4.027	0.786	116	3.754	0.836
23	3.960	0.691	70	3.958	0.837	117	3.708	0.845
24	3.310	0.863	71	3.979	0.781	118	3.743	0.796
25	3.662	0.816	72	3.969	0.838	119	3.976	0.803
26	3.853	0.645	73	3.800	0.964	120	3.591	0.936
27	3.851	0.655	74	3.982	0.822	121	3.786	0.810
28	3.799	0.733	75	4.078	0.745	122	3.974	0.793
29	3.730	0.740	76	4.042	0.803	123	3.908	0.887
30	3.726	0.813	77	3.956	0.838	124	3.610	0.994
31	3.502	0.629	78	3.895	0.945	125	3.771	0.934
32	3.431	0.692	79	4.103	0.823	126	3.230	0.527
33	3.770	0.652	80	3.944	0.965	127	3.189	0.524
34	3.682	0.557	81	3.938	1.079	128	3.181	0.551
35	3.493	0.801	82	3.945	0.958	129	3.191	0.529
36	3.297	0.809	83	3.210	0.840	130	3.023	0.588
37	3.601	0.737	84	3.227	0.902	131	3.098	0.600
38	3.820	0.705	85	3.401	0.845	132	3.105	0.520
39	3.021	0.933	86	3.270	0.813	133	3.644	0.660
40	3.475	0.715	87	3.329	0.856	134	3.911	0.650
41	3.459	0.730	88	3.439	0.978	135	3.871	0.694
42	3.684	0.727	89	3.264	0.895	136	3.910	0.569
43	3.362	1.002	90	3.240	0.927	137	3.707	0.821
44	3.327	0.875	91	3.304	0.871	138	3.981	0.608
45	3.610	0.950	92	3.405	0.873	139	4.138	0.598
46	3.467	0.884	93	3.381	0.842	140	4.123	0.635
47	3.419	0.921	94	3.377	0.813	141	3.513	0.914
48	3.491	0.941	95	3.280	0.797	142	3.942	0.715
49	3.220	0.981	96	3.437	0.793			
50	3.368	0.947	97	3.438	0.813			

TABLE D-9

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
PLATOON SERGEANT, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
3	4.490	0.545	51	3.526	0.951	99	4.190	0.943
4	4.816	0.378	52	3.533	0.991	100	4.214	0.951
5	3.755	1.066	53	3.384	0.899	101	3.805	1.095
6	4.500	0.540	54	3.286	0.951	102	3.976	0.950
7	4.582	0.607	55	3.200	0.837	103	3.857	1.196
8	4.316	0.840	56	3.357	0.932	104	4.171	1.105
9	4.104	0.743	57	3.524	0.833	105	4.095	1.008
10	3.939	0.846	58	3.667	0.874	106	4.143	0.906
11	4.102	0.707	59	3.488	0.815	107	4.405	0.790
12	4.173	0.826	60	3.631	1.065	108	2.638	1.597
13	3.745	0.849	61	3.452	0.889	109	4.037	1.168
14	4.133	0.636	62	3.357	0.989	110	4.023	1.220
15	4.153	0.723	63	3.440	0.938	111	3.930	1.275
16	4.408	0.635	64	3.488	0.845	112	4.174	1.085
17	3.847	0.925	65	3.476	0.917	113	4.337	0.943
18	3.602	0.918	66	3.488	0.978	114	3.988	0.991
19	3.337	0.932	67	3.390	0.840	115	4.218	0.801
20	3.684	0.917	68	3.585	0.865	116	4.402	0.917
21	4.357	0.816	69	3.463	0.869	117	4.230	1.109
22	4.429	0.736	70	3.650	0.802	118	3.988	1.257
23	3.551	1.022	71	3.425	0.866	119	4.095	1.055
24	3.878	1.013	72	3.675	0.917	120	3.531	0.976
25	4.125	1.084	73	3.585	0.921	121	2.688	1.128
26	4.122	0.966	74	3.573	0.877	122	2.174	0.979
27	4.112	1.047	75	3.400	1.008	123	2.111	0.988
28	3.857	1.046	76	3.646	0.910	124	3.663	0.992
29	4.031	0.981	77	3.638	0.906	125	3.063	1.291
30	3.918	1.091	78	3.232	0.923	126	3.000	1.132
31	3.806	1.079	79	3.537	0.840	127	3.327	1.044
32	4.082	0.970	80	3.625	0.904	128	2.714	1.016
33	3.847	1.011	81	3.671	0.906	129	2.541	0.978
34	3.313	1.090	82	3.573	0.891	130	3.302	0.784
35	3.521	0.967	83	3.671	0.906	131	3.354	0.831
36	4.219	0.899	84	3.622	0.827	132	3.386	0.875
37	2.896	1.167	85	3.317	1.035	133	3.367	0.855
38	3.427	1.189	86	3.188	1.036	134	3.205	0.831
39	3.372	1.158	87	4.073	0.965	135	3.292	0.798
40	3.543	1.115	88	3.881	0.942	136	3.833	0.877
41	3.170	1.190	89	3.854	1.038	137	4.010	0.902
42	3.362	1.031	90	4.036	0.978	138	3.854	0.818
43	3.913	0.832	91	4.341	0.647	139	3.896	0.714
44	3.852	1.223	92	4.286	0.797	140	3.927	0.825
45	4.144	1.190	93	4.298	0.804	141	4.051	0.891
46	2.534	1.198	94	4.440	0.734	142	4.214	0.854
47	4.239	0.961	95	3.841	1.075	143	4.092	0.876
48	2.448	0.807	96	4.171	0.939	144	3.112	0.964
49	2.531	0.808	97	4.357	0.913	145	3.827	0.820
50	2.635	0.898	98	4.329	0.906			

TABLE D-10

MEANS AND STANDARD DEVIATIONS OF ITEMS, PRE QUESTIONNAIRE
PLATOON SERGEANTS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
3	4.245	0.804	51	3.609	0.856	99	4.347	0.948
4	4.776	0.422	52	3.609	0.881	100	4.271	0.844
5	3.551	1.100	53	3.702	0.907	101	3.521	1.220
6	4.265	0.730	54	3.444	0.527	102	3.896	1.016
7	4.388	0.759	55	3.667	0.577	103	3.959	1.117
8	4.041	0.865	56	3.551	0.914	104	4.349	0.973
9	4.061	0.922	57	3.755	1.031	105	4.104	1.189
10	4.021	0.668	58	3.750	0.786	106	4.104	1.036
11	4.082	0.672	59	3.766	0.890	107	4.021	1.139
12	4.265	0.638	60	3.776	1.046	108	2.804	1.470
13	3.959	0.676	61	3.745	0.896	109	4.070	1.009
14	4.020	0.750	62	3.681	0.980	110	4.163	0.943
15	4.163	0.688	63	3.809	0.992	111	4.149	0.955
16	4.327	0.658	64	3.660	0.915	112	4.298	0.883
17	3.694	0.918	65	3.612	0.975	113	4.319	0.935
18	3.694	0.847	66	3.625	1.024	114	4.134	0.843
19	3.229	0.928	67	3.574	0.878	115	4.227	0.886
20	3.776	1.026	68	3.851	0.932	116	4.449	0.679
21	4.429	0.577	69	3.766	0.840	117	4.200	0.992
22	4.347	0.522	70	3.745	0.920	118	4.133	1.079
23	3.612	0.885	71	3.851	0.908	119	4.244	0.857
24	4.020	0.721	72	3.766	0.960	120	3.271	1.086
25	3.938	0.932	73	3.723	0.994	121	3.306	1.004
26	3.979	0.863	74	3.766	1.026	122	2.667	1.238
27	4.000	0.957	75	3.729	1.047	123	3.000	1.044
28	3.837	0.965	76	3.872	0.769	124	3.837	0.874
29	4.000	0.979	77	3.702	0.883	125	3.327	1.068
30	3.918	0.997	78	3.532	0.905	126	3.146	1.111
31	3.714	1.041	79	3.787	0.778	127	3.204	0.935
32	4.061	1.126	80	3.936	0.845	128	2.833	0.975
33	4.000	1.000	81	3.783	0.841	129	2.755	1.146
34	3.313	0.949	82	3.826	0.902	130	3.063	0.783
35	3.429	1.021	83	3.913	0.784	131	3.213	0.623
36	4.082	0.909	84	3.894	0.814	132	3.562	0.649
37	2.708	0.922	85	3.717	0.911	133	3.347	0.663
38	3.375	1.024	86	3.500	1.089	134	3.128	0.769
39	3.583	1.028	87	4.167	0.808	135	3.213	0.690
40	3.592	1.059	88	4.245	0.804	136	3.265	0.670
41	3.408	1.079	89	3.854	0.967	137	3.776	1.046
42	3.396	0.939	90	4.186	0.932	138	3.816	1.112
43	3.878	0.807	91	4.375	0.815	139	3.878	0.992
44	3.563	1.472	92	4.417	0.846	140	3.796	1.099
45	4.261	1.042	93	4.429	0.677	141	3.735	1.076
46	3.146	1.288	94	4.388	0.931	142	4.245	0.693
47	4.140	1.146	95	3.978	1.043	143	4.327	0.516
48	3.082	0.493	96	4.128	0.824	144	4.327	0.555
49	2.959	0.706	97	4.562	0.580	145	3.714	1.041
50	2.816	0.782	98	4.404	0.825	146	4.143	0.764

TABLE D-11

MEANS AND STANDARD DEVIATIONS OF ITEMS, BASELINE QUESTIONNAIRE
PLATOON LEADERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
3	4.325	0.888	51	2.750	0.957	99	3.882	0.977
4	4.312	0.387	52	3.750	0.500	100	3.794	0.914
5	4.038	0.977	53	3.325	1.095	101	3.818	0.917
6	4.438	0.761	54	3.359	1.246	102	3.853	0.925
7	4.587	0.669	55	3.395	1.104	103	3.941	0.886
8	4.350	0.622	56	3.351	1.111	104	3.853	1.209
9	4.488	0.549	57	3.595	1.166	105	3.529	1.107
10	4.225	0.577	58	3.622	1.114	106	3.143	1.239
11	4.300	0.687	59	3.649	0.857	107	4.289	0.835
12	4.250	0.809	60	3.444	1.081	108	4.000	1.040
13	3.975	0.660	61	3.486	1.216	109	2.847	1.281
14	4.425	0.594	62	3.568	1.042	110	3.806	1.117
15	4.375	0.667	63	3.583	1.025	111	4.382	0.969
16	4.500	0.641	64	3.486	1.017	112	4.197	1.010
17	4.125	0.911	65	3.389	0.964	113	4.224	0.935
18	3.950	1.011	66	3.622	0.893	114	4.355	0.937
19	3.713	1.025	67	3.730	1.194	115	2.688	1.512
20	4.128	0.978	68	3.714	1.073	116	4.526	0.725
21	4.725	0.506	69	3.541	1.043	117	4.684	0.620
22	4.700	0.464	70	3.595	1.013	118	4.444	0.843
23	4.050	0.904	71	3.378	1.037	119	4.342	0.994
24	4.138	0.855	72	4.282	0.793	120	4.342	0.994
25	3.663	1.237	73	4.300	0.823	121	3.237	1.384
26	4.025	0.832	74	4.231	0.959	122	3.789	1.069
27	4.179	0.914	75	4.359	1.013	123	3.553	1.201
28	3.750	0.899	76	4.385	0.847	124	3.879	1.244
29	3.825	0.931	77	3.829	1.042	125	3.658	1.122
30	3.812	0.637	78	3.605	0.974	126	3.590	0.938
31	3.950	1.011	79	3.974	0.885	127	2.475	0.960
32	4.187	1.011	80	3.776	1.155	128	2.125	0.883
33	3.887	0.916	81	3.750	1.012	129	2.175	0.844
34	3.923	0.900	82	3.855	1.108	130	3.625	0.925
35	3.862	1.006	83	3.395	1.028	131	3.256	1.019
36	4.513	0.594	84	3.671	0.975	132	2.525	1.109
37	2.738	1.115	85	3.446	1.026	133	2.900	0.982
38	3.679	1.042	86	3.270	1.146	134	2.275	1.037
39	3.788	1.126	87	3.908	0.837	135	2.300	0.992
40	3.923	1.085	88	3.882	0.850	136	3.450	0.932
41	3.346	1.119	89	3.588	1.048	137	3.487	0.790
42	3.238	1.132	90	3.839	0.898	138	3.306	0.822
43	3.808	1.086	91	3.941	0.694	139	3.333	0.869
44	3.868	1.044	92	4.059	0.649	140	3.237	0.852
45	4.444	1.027	93	3.853	0.857	141	3.184	0.801
46	2.622	1.187	94	3.853	0.821	142	4.150	0.533
47	4.500	0.811	95	3.706	0.836	143	4.350	0.533
48	3.541	1.145	96	3.794	0.880	144	4.163	0.835
49	3.486	0.870	97	3.618	1.155	145	3.313	1.180
50	3.343	1.136	98	3.636	1.055	146	4.146	0.615

TABLE D-12

MEANS AND STANDARD DEVIATIONS OF ITEMS, PRE QUESTIONNAIRE
PLATOON LEADERS, PLATOON LEVEL

ITEM	MEAN	SD	ITEM	MEAN	SD	ITEM	MEAN	SD
3	4.481	0.606	52	4.000	1.155	101	3.426	1.211
4	4.685	0.469	53	3.392	1.218	102	3.674	1.301
5	3.870	1.029	54	3.462	1.196	103	3.889	1.191
6	4.407	0.599	55	3.327	1.231	104	3.696	1.113
7	4.352	0.677	56	3.560	1.312	105	3.239	1.214
8	4.264	0.625	57	3.429	1.118	106	2.786	1.116
9	4.226	0.800	58	3.660	1.099	107	3.981	1.101
10	4.151	0.718	59	3.688	1.095	108	3.520	1.266
11	4.321	0.613	60	3.437	1.183	109	2.490	1.447
12	4.389	0.529	61	3.460	1.281	110	3.729	1.300
13	4.130	0.674	62	3.460	1.164	111	4.151	0.988
14	4.226	0.609	63	3.620	1.048	112	3.849	1.150
15	4.352	0.555	64	3.723	1.077	113	3.962	0.980
16	4.491	0.541	65	3.511	0.930	114	4.208	0.817
17	4.019	0.990	66	3.542	1.110	115	2.690	1.297
18	3.852	0.899	67	3.580	1.341	116	4.189	1.128
19	3.407	1.073	68	3.796	1.274	117	4.444	0.904
20	3.889	1.239	69	3.694	1.065	118	4.174	1.102
21	4.648	0.649	70	3.510	1.023	119	4.000	1.387
22	4.593	0.567	71	3.735	0.974	120	3.907	1.391
23	3.887	0.974	72	4.288	0.915	121	3.192	1.121
24	4.151	0.928	73	4.463	0.745	122	3.434	1.083
25	3.491	1.120	74	4.255	1.036	123	3.648	1.200
26	4.057	0.886	75	4.321	1.156	124	4.167	1.191
27	4.056	0.998	76	4.396	0.906	125	3.698	1.218
28	3.741	0.805	77	3.611	1.089	126	3.519	1.005
29	3.815	0.913	78	3.370	1.186	127	2.944	0.940
30	3.796	0.711	79	3.704	1.253	128	2.633	1.066
31	3.796	0.683	80	3.426	1.253	129	2.706	1.088
32	4.093	0.853	81	3.585	1.064	130	3.593	1.158
33	3.815	0.803	82	3.667	1.289	131	3.352	1.084
34	3.278	0.998	83	3.302	1.137	132	3.019	0.990
35	3.519	1.112	84	3.444	1.239	133	3.259	1.152
36	4.185	1.047	85	3.408	1.189	134	2.204	1.035
37	2.389	1.140	86	3.173	1.098	135	2.130	0.870
38	3.519	1.193	87	3.604	1.198	136	3.132	0.590
39	3.537	1.299	88	3.630	1.307	137	3.170	0.470
40	3.792	1.166	89	3.426	1.137	138	3.140	0.700
41	3.226	1.281	90	3.761	1.158	139	3.216	0.577
42	3.370	1.033	91	3.783	1.031	140	3.240	0.591
43	3.685	0.968	92	3.766	1.127	141	3.102	0.586
44	3.538	1.244	93	3.609	1.085	142	3.038	0.479
45	4.231	1.059	94	3.681	1.200	143	4.148	0.711
46	3.115	1.149	95	3.468	1.195	144	4.426	0.570
47	4.039	1.131	96	3.511	1.214	145	4.389	0.712
48	3.362	1.223	97	3.319	1.125	146	3.889	1.003
49	3.396	0.984	98	3.457	1.069	147	4.315	0.507
50	3.438	1.050	99	3.574	1.137			
51	3.000	0.866	100	3.553	1.157			

Table D-13

Number of Soldiers at each level at base and pre for each platoon.

PLATOON	SM	SL	PS	PL
211	23/17	2/4	1/1	1/1
212	21/15	3/2	1/1	1/1
213	19/12	3/2	1/1	1/1
221	25/22	3/2	1/1	1/1
222	23/21	2/2	1/1	1/1
223	25/24	2/4	1/1	1/1
231	22/20	3/2	1/1	1/1
232	27/20	3/3	1/1	1/1
233	25/21	3/3	0/1	1/1
254	12/11	2/3	1/1	1/1
255	17/10	4/1	1/0	1/0
256	6/3	4/2	1/0	1/0

311	23/18	3/2	1/1	1/1
312	23/20	4/3	1/1	0/0
313	18/19	1/3	0/0	1/1
321	21/22	3/2	1/1	1/1
322	21/19	2/2	1/1	1/1
323	15/16	3/2	1/0	0/1
331	0/25	0/1	0/1	0/1
332	0/22	0/3	0/1	0/1
333	0/24	0/2	0/1	0/1
354	5/9	1/3	1/1	0/1
355	13/9	6/3	1/0	1/1
356	9/4	3/3	2/1	0/1

411	17/16	3/3	1/1	1/1
412	20/18	3/2	1/1	1/1
413	29/15	2/0	1/1	1/1
421	29/28	3/3	1/1	0/1
422	24/21	3/3	1/1	1/1
423	15/18	3/6	2/1	0/0
431	27/21	4/2	0/0	1/1
432	23/23	3/2	1/1	1/0
433	26/21	1/2	0/0	1/1
454	14/16	3/4	1/1	0/1
455	18/17	3/3	1/0	0/1
456	9/10	2/1	0/1	0/0

Table D-13, cont.

PLATOON	SM	SL	PS	PL
511	10/19	2/3	0/1	2/1
512	17/11	3/3	1/1	1/1
513	15/15	3/3	1/0	1/1
521	10/18	5/2	1/1	1/1
522	6/17	2/4	1/1	0/1
523	12/15	3/2	1/1	0/1
531	16/15	3/4	1/1	0/1
532	20/20	3/3	1/1	1/1
533	20/9	3/3	0/1	0/1
554	9/9	3/3	1/1	0/1
555	12/15	4/5	1/1	0/1
556	6/8	3/4	1/1	0/1

611	16/21	3/4	1/1	1/1
612	18/21	2/3	1/1	1/1
613	17/24	1/3	1/1	1/1
621	22/21	3/3	1/1	1/1
622	18/21	1/3	1/1	0/1
623	15/16	3/3	1/0	1/1
631	13/20	2/3	1/1	1/1
632	19/18	3/3	1/0	1/1
633	17/19	2/1	1/1	1/1
654	12/11	2/3	0/1	1/1
655	11/15	3/4	2/1	1/1
656	10/7	0/4	1/1	1/1

Number before the "/" refers to the number of soldiers in the platoon at base, the number following the "/" refers to the number of soldiers in the platoon at pre. Platoon designation number is an arbitrary designation for research purposes only.

APPENDIX E

DESCRIPTIVE STATISTICS FOR ORIGINAL SCALES IN PLATOON QUESTIONNAIRE

Appendix E contains tables listing the original scale means, standard deviations, alpha's, and the total N for each type of rater (SM, SL, PS, PL). Both the individual and platoon levels are listed for both the baseline and pre questionnaires.

Table E-1

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD MEMBER
 SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES
 INDIVIDUAL LEVEL

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	3.587	0.797	0.777	1218	3.411	0.801	0.774	1177
CTCMOTIV	3.853	0.889	0.823	1221	3.652	0.960	0.839	1174
INCENTIV	2.747	0.940	0.791	1204	2.631	0.934	0.810	1162
SMHBOND	3.565	0.895	0.857	1218	3.406	0.880	0.855	1172
LHBOND	3.452	0.987	0.879	1217	3.250	0.993	0.890	1167
PPRIDE	3.672	1.004	0.731	1213	3.435	1.003	0.689	1162
ORGID	3.629	0.961	0.880	1216	3.494	0.968	0.881	1164
JOBSAT	3.240	0.995	0.876	1215	3.015	0.976	0.865	1165
COCLIM	3.410	0.812	0.857	1212	3.199	0.830	0.868	1166
STRUCTPS	4.070	0.907	0.874	1064	3.754	1.043	0.894	1024
STRUCTPL	3.991	0.929	0.876	1000	3.804	1.010	0.897	959
CONSIDPS	3.855	1.068	0.926	1109	3.513	1.175	0.932	1066
CONSIDPL	3.915	1.017	0.919	1007	3.726	1.072	0.933	971
LDRSL	3.932	1.061	0.916	1072	3.892	1.059	0.928	1052
LDRPS	4.023	1.048	0.931	1051	3.634	1.206	0.947	1019
LDRPL	3.949	1.067	0.933	992	3.795	1.094	0.941	967
MOTSUBSL	3.391	1.046	0.882	1087	3.359	1.020	0.892	1091
MOTSUBPS	3.609	1.073	0.894	1065	3.246	1.144	0.909	1055
TMDEVSL	3.368	1.035	0.894	1040	3.376	1.011	0.901	1046
TMDEVPS	3.509	1.058	0.913	967	3.224	1.147	0.934	987
TEACHSL	3.399	1.067	0.905	1137	3.381	1.064	0.908	1108
TEACHPS	3.529	1.130	0.930	1101	3.242	1.189	0.910	1069
PLANSL	3.532	1.021	0.927	1072	3.464	1.004	0.934	1067
PLANPS	3.658	1.024	0.941	1018	3.319	1.129	0.946	1014
COMSL	3.411	1.080	0.912	1098	3.407	1.075	0.930	1080
COMPS	3.528	1.985	0.922	1033	3.198	1.159	0.933	1026
SUPVSL	3.600	0.971	0.898	1107	3.522	0.984	0.900	1092
SUPVPS	3.683	1.008	0.909	1059	3.352	1.139	0.926	1041
INITSL	3.446	1.090	0.854	1038	3.449	1.054	0.846	1059
INITPS	3.702	1.088	0.878	1007	3.317	1.210	0.882	999
CTCEXPER	3.891	0.908	0.920	1189	3.710	1.012	0.929	1153
TRANEFF	3.784	0.790	0.882	1064	3.344	0.623	0.898	1073
PLTEFF	3.887	0.740	0.820	1190	3.957	0.754	0.839	1154

Table E-2
MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD MEMBER
SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES
PLATOON LEVEL

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	3.565	0.335	0.885	57	3.430	0.318	0.839	60
CTCMOTIV	3.850	0.403	0.926	57	3.701	0.428	0.929	60
INCENTIV	2.738	0.387	0.863	57	2.629	0.423	0.903	60
SMHBOND	3.535	0.450	0.941	57	3.407	0.420	0.934	60
LHBOND	3.417	0.556	0.963	57	3.255	0.532	0.952	60
PPRIDE	3.665	0.562	0.894	57	3.468	0.541	0.790	60
ORGID	3.602	0.397	0.937	57	3.506	0.373	0.930	60
JOBSAT	3.214	0.484	0.957	57	3.026	0.445	0.948	60
COCLIM	3.398	0.393	0.943	57	3.211	0.422	0.952	60
STRUCTPS	4.081	0.439	0.919	57	3.750	0.608	0.948	60
STRUCTPL	4.020	0.373	0.911	57	3.799	0.523	0.954	60
CONSIDPS	3.840	0.601	0.964	57	3.487	0.737	0.968	60
CONSIDPL	3.922	0.495	0.944	57	3.705	0.628	0.975	60
LDRSL	3.921	0.440	0.941	57	3.886	0.514	0.950	60
LDRPS	4.015	0.634	0.971	57	3.596	0.803	0.978	60
LDRPL	3.967	0.549	0.968	57	3.758	0.632	0.976	60
MOTSUBSL	3.383	0.472	0.938	57	3.356	0.449	0.945	60
MOTSUBPS	3.592	0.664	0.954	57	3.230	0.760	0.970	60
TMDEVSL	3.377	0.455	0.944	57	3.352	0.473	0.954	60
TMDEVPS	3.506	0.630	0.978	57	3.191	0.760	0.982	60
TEACHSL	3.411	0.473	0.961	57	3.388	0.455	0.949	60
TEACHPS	3.563	0.594	0.958	57	3.239	0.741	0.970	60
PLANS�	3.539	0.465	0.960	57	3.487	0.429	0.968	60
PLANPS	3.634	0.628	0.984	57	3.289	0.720	0.987	60
COMSL	3.412	0.479	0.960	57	3.411	0.477	0.967	60
COMPS	3.523	0.627	0.969	57	3.170	0.759	0.985	60
SUPVSL	3.620	0.405	0.955	57	3.550	0.357	0.931	60
SUPVPS	3.648	0.549	0.978	57	3.351	0.639	0.976	60
INITSL	3.426	0.485	0.910	57	3.437	0.473	0.938	60
INITPS	3.693	0.652	0.967	57	3.297	0.774	0.970	60
CTCEXPER	3.914	0.356	0.957	57	3.740	0.449	0.965	60
TRANEFF	3.785	0.348	0.929	57	3.351	0.248	0.915	60
PLTEFF	3.877	0.351	0.908	57	3.973	0.351	0.902	60

Table E-3

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD LEADER
 SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES
 INDIVIDUAL LEVEL

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	4.083	0.654	0.737	214	3.982	0.600	0.642	196
CTCMOTIV	4.070	0.825	0.784	213	4.014	0.870	0.837	196
SMHBOND	3.705	0.764	0.850	211	3.737	0.802	0.864	196
LHBOND	3.754	0.914	0.884	213	3.614	0.866	0.835	195
LVBOND	3.260	0.930	0.859	210	3.171	0.932	0.869	195
PPRIDE	4.007	0.843	0.682	214	3.839	0.872	0.815	196
CPRIDE	3.664	0.977	0.784	214	3.525	0.946	0.749	197
ORCID	3.917	0.845	0.886	212	3.851	0.855	0.892	197
JOBSAT	3.654	0.889	0.848	211	3.675	0.768	0.816	197
COCLIM	3.532	0.752	0.840	212	3.469	0.791	0.881	194
STRUCTPS	4.168	0.815	0.871	190	3.964	0.945	0.901	159
STRUCTPL	3.673	1.054	0.890	172	3.641	1.031	0.926	153
CONSIDPS	4.127	0.920	0.919	199	3.934	1.002	0.940	172
CONSIDPL	3.672	1.138	0.942	179	3.723	1.023	0.932	156
LDRPS	4.199	0.908	0.930	181	3.922	1.095	0.948	158
LDRPL	3.795	1.135	0.940	182	3.800	1.050	0.941	153
MOTSUBPS	3.553	0.993	0.898	187	3.336	1.070	0.919	166
MOTSUBPL	3.315	1.074	0.918	180	3.255	1.037	0.919	153
TMDEVPS	3.580	0.999	0.913	174	3.330	1.023	0.910	158
TMDEVPL	3.183	1.139	0.935	157	3.217	0.998	0.907	140
TEACHPS	3.404	1.120	0.929	197	3.239	1.166	0.932	170
TEACHPL	3.274	1.146	0.909	181	3.303	1.122	0.916	155
PLANPS	3.604	1.011	0.947	181	3.311	1.109	0.951	163
PLANPL	3.370	1.072	0.952	172	3.419	0.997	0.952	153
COMPS	3.533	1.083	0.940	187	3.233	1.143	0.945	165
COMPL	3.279	1.184	0.949	180	3.328	1.049	0.921	154
SUPVPS	3.611	0.920	0.905	186	3.367	0.955	0.909	168
SUPVPL	3.283	1.087	0.899	180	3.286	1.015	0.887	155
INITPS	3.649	1.055	0.906	174	3.277	1.144	0.914	166
INITPL	3.249	1.227	0.928	173	3.363	1.095	0.896	153
CTCEXPER	3.826	0.906	0.916	214	3.873	0.848	0.906	196
TRANEFF	3.322	0.764	0.900	175	3.139	0.554	0.884	185
PLTEFF	3.796	0.730	0.835	211	3.953	0.742	0.888	196

Table E-4
MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD LEADER
SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES
PLATOON LEVEL

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	4.058	0.520	0.812	56	3.974	0.387	0.589	59
CTCMOTIV	4.113	0.566	0.803	56	3.989	0.602	0.854	59
SMHBOND	3.646	0.518	0.881	56	3.786	0.581	0.894	59
LHBOND	3.719	0.715	0.946	56	3.680	0.709	0.892	59
LVBOND	3.183	0.727	0.895	56	3.128	0.738	0.913	59
PPRIDE	3.927	0.680	0.767	56	3.852	0.701	0.809	59
CPRIDE	3.578	0.771	0.861	56	3.486	0.798	0.891	59
ORGID	3.933	0.659	0.919	56	3.792	0.599	0.888	59
JOBSAT	3.540	0.776	0.919	56	3.596	0.515	0.828	59
COCLIM	3.507	0.521	0.848	56	3.477	0.595	0.896	59
STRUCTPS	4.119	0.667	0.888	55	4.008	0.722	0.909	59
STRUCTPL	3.680	0.768	0.872	53	3.657	0.786	0.920	58
CONSIDPS	4.105	0.791	0.954	55	3.970	0.765	0.947	59
CONSIDPL	3.682	0.784	0.917	54	3.754	0.766	0.940	58
LDRPS	4.203	0.798	0.947	54	3.994	0.877	0.955	59
LDRPL	3.815	0.766	0.931	54	3.807	0.819	0.957	58
MOTSUBPS	3.556	0.794	0.936	54	3.377	0.874	0.938	59
MOTSUBPL	3.307	0.834	0.930	53	3.291	0.775	0.938	58
TMDEVPS	3.601	0.792	0.932	53	3.398	0.771	0.927	59
TMDEVPL	3.229	0.980	0.946	52	3.214	0.742	0.933	58
TEACHPS	3.347	0.895	0.949	56	3.282	0.934	0.953	59
TEACHPL	3.365	0.850	0.927	54	3.305	0.845	0.938	59
PLANPS	3.575	0.802	0.958	54	3.324	0.897	0.975	59
PLANPL	3.403	0.836	0.965	52	3.426	0.712	0.962	58
COMPS	3.533	0.858	0.963	53	3.251	0.942	0.964	59
COMPL	3.312	0.788	0.945	52	3.319	0.796	0.942	58
SUPVPS	3.601	0.664	0.912	54	3.411	0.693	0.937	59
SUPVPL	3.292	0.781	0.899	53	3.256	0.759	0.901	58
INITPS	3.632	0.779	0.932	54	3.293	0.879	0.947	59
INITPL	3.338	0.907	0.940	52	3.320	0.870	0.945	58
CTCEXPER	3.866	0.599	0.913	56	3.807	0.573	0.895	59
TRANEFF	3.205	0.541	0.921	55	3.133	0.459	0.931	58
PLTEFF	3.675	0.544	0.883	56	3.939	0.630	0.938	59

Table E-5

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR PLATOON SERGEANT
 SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	4.390	0.445	0.546	49	4.196	0.523	0.539	60
CTCMOTIV	4.347	0.555	0.632	48	4.181	0.680	0.778	60
SMHBOND	3.990	0.709	0.899	49	4.069	0.554	0.839	58
LHBOND	4.231	0.558	0.787	49	4.164	0.592	0.848	59
LVBOND	3.617	0.741	0.816	49	3.581	0.714	0.821	59
PPRIDE	4.393	0.703	0.778	49	4.339	0.468	0.590	59
CPRIDE	3.714	0.907	0.741	49	3.804	0.654	0.534	60
ORGID	4.058	0.849	0.883	48	3.903	0.810	0.906	59
JOBSAT	3.913	0.904	0.892	49	3.921	0.857	0.898	60
STRUCTPL	3.947	0.819	0.850	40	4.144	0.665	0.823	52
STRUCTCC	3.783	0.855	0.716	38	3.853	0.875	0.727	51
CONSIDPL	4.258	0.646	0.857	40	4.309	0.665	0.854	54
CONSIDCC	4.091	0.965	0.919	43	4.211	0.825	0.938	53
STRESSPL	3.959	0.905	0.886	37	3.908	0.863	0.865	51
LDRPL	4.263	0.840	0.931	40	4.320	0.693	0.921	55
LDRCC	4.214	0.844	0.907	37	4.238	0.850	0.931	48
MOTSUBPL	3.494	0.760	0.890	41	3.692	0.739	0.860	54
TMDEVPL	3.425	0.682	0.821	40	3.784	0.772	0.907	51
TEACHPL	3.429	0.866	0.927	42	3.661	0.895	0.900	55
PLANPL	3.544	0.782	0.950	40	3.755	0.797	0.946	54
COMPL	3.590	0.785	0.938	39	3.788	0.808	0.955	54
SUPVPL	3.529	0.780	0.833	40	3.716	0.748	0.878	54
INITPL	3.622	0.820	0.799	41	3.861	0.792	0.903	54
TRANMGMT	3.425	0.816	0.881	46	3.514	0.723	0.874	58
CTCEXP	3.904	0.730	0.926	48	3.840	0.881	0.912	60
TRANEFF	3.307	0.693	0.909	44	3.307	0.533	0.887	54
PLTEFF	3.859	0.716	0.870	49	4.167	0.489	0.725	60

Table E-6

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR PLATOON LEADER
SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
JOBINV	4.403	0.548	0.646	40	4.361	0.497	0.656	54
CTCMOTIV	4.475	0.439	0.519	40	4.283	0.552	0.683	53
SMHBOND	4.188	0.563	0.834	40	4.255	0.522	0.841	53
LHBOND	4.433	0.519	0.750	40	4.358	0.497	0.842	53
LVBOND	3.984	0.836	0.865	39	3.797	0.896	0.864	53
PPRIDE	4.713	0.451	0.843	40	4.620	0.531	0.685	54
CPRIDE	4.094	0.831	0.880	40	4.019	0.814	0.635	53
ORGID	3.921	0.735	0.844	39	3.838	0.755	0.856	53
JOBSAT	3.959	0.779	0.880	40	3.875	0.633	0.845	54
STRUCTCC	3.691	0.726	0.589	34	3.449	0.967	0.744	44
CONSIDCC	3.906	0.838	0.781	32	3.795	0.802	0.832	42
LDRPS	4.308	0.827	0.949	39	4.368	0.816	0.923	50
LDRCC	4.511	0.710	0.925	36	4.222	1.029	0.955	46
MOTSUBPS	3.351	1.111		37	3.560	1.312		50
MOTSUBCC	3.812	0.861	0.899	34	3.580	1.019	0.906	47
TMDEVPS	3.505	0.898	0.840	37	3.646	0.832	0.735	48
TMDEVCC	3.530	0.950	0.924	28	3.331	0.983	0.938	41
TEACHPS	3.405	1.063	0.915	37	3.408	1.163	0.948	49
TEACHCC	3.459	0.986	0.927	37	3.340	1.046	0.901	49
PLANPS	3.597	0.973	0.937	36	3.583	1.023	0.944	48
PLANCC	3.919	0.733	0.956	31	3.739	1.026	0.965	46
COMPS	3.491	0.900	0.923	36	3.594	0.966	0.918	46
COMCC	3.715	0.863	0.934	33	3.504	1.046	0.941	46
SUPVPS	3.565	1.032	0.934	36	3.513	1.099	0.934	50
SUPVCC	3.828	0.850	0.881	33	3.518	1.079	0.912	47
INITPS	3.743	1.120	0.953	35	3.704	1.266	0.937	49
INITCC	3.897	0.824	0.790	34	3.778	1.218	0.939	45
TRANMGMT	3.717	0.726	0.864	38	3.432	0.884	0.895	53
TRANEFF	3.333	0.663	0.866	36	3.152	0.396	0.830	48
PLTEFF	4.025	0.544	0.734	40	4.233	0.515	0.759	54
STRESSCC	3.626	0.868	0.791	38	3.644	0.939	0.859	54

APPENDIX F

DESCRIPTIVE STATISTICS FOR REVISED SCALES IN PLATOON QUESTIONNAIRE

Appendix F contains tables listing the revised scale means, standard deviations, alpha's, and the total N for each type of rater (SM, SL, PS, PL). Both the individual and platoon levels are listed for both the baseline and pre questionnaires.

Table F-1

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD MEMBERS
REVISED SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

BASELINE					PRE-ROTATION			
INDIVIDUAL								
SCALE	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	3.70	0.76	0.86	1222	3.52	0.79	0.86	1177
PID	3.54	0.89	0.86	1219	3.32	0.90	0.87	1169
STYLEPS	3.93	0.93	0.94	1181	3.61	1.05	0.94	1097
STYLEPL	3.94	0.92	0.94	1090	3.75	1.00	0.95	1022
EVALPS	3.96	0.95	0.96	1162	3.61	1.08	0.97	1088
EVALPL	3.94	0.94	0.96	1077	3.76	1.01	0.97	1013
TASKSL	3.51	0.96	0.97	1112	3.47	0.96	0.97	1095
TASKPS	3.66	0.98	0.97	1042	3.31	1.10	0.97	1029
DEVSL	3.36	1.00	0.95	1156	3.35	0.99	0.95	1125
DEVPS	3.46	1.08	0.95	1069	3.17	1.14	0.95	1051

BASELINE					PRE-ROTATION			
PLATOON LEVEL								
SCALE	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	3.70	0.34	0.93	57	3.55	0.34	0.92	60
PID	3.53	0.51	0.94	57	3.34	0.51	0.94	60
STYLEPS	3.94	0.50	0.95	57	3.61	0.64	0.97	60
STYLEPL	3.97	0.42	0.95	57	3.74	0.56	0.97	60
EVALPS	3.96	0.53	0.98	57	3.61	0.68	0.98	60
EVALPL	3.97	0.45	0.97	57	3.75	0.58	0.99	60
TASKSL	3.53	0.42	0.98	57	3.48	0.41	0.98	60
TASKPS	3.63	0.59	0.99	57	3.29	0.70	0.99	60
DEVSL	3.39	0.44	0.98	57	3.35	0.46	0.98	60
DEVPS	3.44	0.65	0.98	57	3.14	0.75	0.99	60

Table F-2
MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR SQUAD LEADERS
REVISED SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

BASELINE					PRE-ROTATION			
INDIVIDUAL								
SCALE	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	4.08	0.66	0.84	214	4.00	0.64	0.82	197
PID	3.85	0.81	0.87	214	3.70	0.79	0.87	197
CID	3.40	0.87	0.88	214	3.30	0.88	0.90	197
STYLEPS	4.13	0.81	0.93	206	3.92	0.95	0.95	173
STYLEPL	3.68	1.04	0.95	189	3.67	0.99	0.96	162
EVALPS	4.15	0.82	0.96	206	3.92	0.97	0.97	171
EVALPL	3.71	1.04	0.97	191	3.71	0.98	0.97	162
TASKPS	3.60	0.95	0.97	183	3.31	1.03	0.97	166
TASKPL	3.31	1.10	0.98	181	3.39	0.99	0.97	156
DEVPS	3.50	0.99	0.94	189	3.29	1.02	0.94	168
DEVPL	3.32	1.06	0.96	187	3.29	1.04	0.96	162

BASELINE					PRE-ROTATION			
PLATOON LEVEL								
SCALE	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	4.09	0.51	0.89	56	3.98	0.42	0.80	59
PID	3.81	0.66	0.92	56	3.74	0.66	0.91	59
CID	3.33	0.69	0.93	56	3.25	0.74	0.94	59
STYLEPS	4.10	0.68	0.95	56	3.97	0.72	0.96	59
STYLEPL	3.68	0.71	0.93	54	3.70	0.75	0.96	59
EVALPS	4.12	0.70	0.97	56	3.97	0.75	0.97	59
EVALPL	3.72	0.73	0.96	54	3.75	0.75	0.97	58
TASKPS	3.57	0.73	0.98	54	3.34	0.81	0.98	59
TASKPL	3.36	0.76	0.98	53	3.37	0.76	0.98	58
DEVPS	3.53	0.77	0.95	53	3.33	0.81	0.95	59
DEVPL	3.37	0.80	0.97	54	3.32	0.80	0.98	59

Table F-3

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR PLATOON SERGEANTS
REVISED SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	4.39	0.42	0.70	49	4.19	0.55	0.80	49
PID	4.29	0.53	0.80	50	4.26	0.49	0.81	49
STYLEPL	4.12	0.68	0.91	43	4.24	0.63	0.91	48
EVALPL	4.16	0.70	0.95	43	4.28	0.63	0.95	47
CID	3.64	0.73	0.86	50	3.68	0.67	0.84	49
TASKPL	3.60	0.77	0.97	41	3.80	0.79	0.97	47
DEVPL	3.47	0.79	0.96	43	3.72	0.81	0.95	47
STYLECC	3.91	0.48	0.90	39	4.06	0.34	0.92	36
EVALCC	4.07	0.40	0.92	35	4.10	0.26	0.95	33

MEANS, STANDARD DEVIATIONS, AND ALPHAS FOR PLATOON LEADER
REVISED SCALES FOR BASELINE AND PRE-ROTATION QUESTIONNAIRES

SCALE	BASELINE				PRE-ROTATION			
	MEAN	SD	ALPHA	N	MEAN	SD	ALPHA	N
OMOTIVE	4.12	0.46	0.72	41	4.33	0.41	0.68	54
PID	4.53	0.45	0.83	41	4.47	0.42	0.76	53
TASKPS	3.59	0.98	0.97	37	3.59	1.06	0.97	49
CID	4.02	0.76	0.89	41	3.87	0.75	0.82	53
STYLECC	3.91	0.72	0.81	38	3.64	0.80	0.86	53
EVALCC	4.11	0.68	0.89	38	3.84	0.86	0.93	53
TASKCC	3.87	0.70	0.96	34	3.68	1.02	0.97	46
DEVCC	3.76	0.81	0.94	39	3.52	1.05	0.95	54

APPENDIX G

FACTOR ANALYSES FOR ITEMS FROM SEVERAL CONSTRUCT GROUPS

Appendix G contains the results of the factor analyses after Varimax rotation for the items in scales from several construct groupings. Identifying characteristics located in the heading of each table include the rater (SM, SL, PS, PL), type of items rated, questionnaire (base or pre), the amount of variance accounted for by the factors, and the number of factors produced in each analysis. In addition, the item number and its original scale are listed. Factor loadings greater than or equal to .40 are listed in their respective factor columns.

Table G-1
 FACTOR LOADINGS OF COHESION AND MOTIVATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE QUESTIONNAIRE
 62.4% OF VARIANCE ACCOUNTED FOR
 6 FACTORS PRODUCED
 N = 1214

ITEM	SCALE	FACTORS					
		1	2	3	4	5	6
4	JOBINV	0.65					
5	JOBINV	0.63					
6	JOBINV	0.56				0.41	
7	JOBINV	0.67					
8	CTCMOTIV	0.64					
9	CTCMOTIV	0.68					
10	CTCMOTIV	0.50					
11	SMHBOND				0.80		
12	SMHBOND				0.78		
13	SMHBOND				0.75		
14	SMHBOND				0.73		
15	LHBOND						0.73
16	LHBOND						0.78
17	LHBOND						0.71
18	PPRIDE				0.45		
19	PPRIDE				0.45		
20	ORGID		0.79				
21	ORGID		0.78				
22	ORGID		0.69				
23	ORGID		0.65				
24	ORGID		0.76				
25	JOBSAT					0.67	
26	JOBSAT					0.72	
27	JOBSAT					0.69	
28	JOBSAT					0.68	
29	COCLIM	0.59					
30	COCLIM	0.66					
31	COCLIM	0.66					
32	COCLIM	0.66					
33	COCLIM	0.60					
34	COCLIM	0.64					
35	COCLIM	0.65					
36	COCLIM	0.63					

Table G-1 cont.
 FACTOR LOADINGS OF COHESION AND MOTIVATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER PRE QUESTIONNAIRE
 60.1% OF VARIANCE ACCOUNTED FOR
 5 FACTORS PRODUCED
 N = 1165

ITEM	SCALE	FACTORS				
		1	2	3	4	5
4	JOBINV				0.55	
5	JOBINV				0.63	
6	JOBINV				0.47	0.50
7	JOBINV				0.62	
8	CTCMOTIV				0.65	
9	CTCMOTIV				0.69	
10	CTCMOTIV				0.61	
11	SMHBOND		0.73			
12	SMHBOND		0.77			
13	SMHBOND		0.73			
14	SMHBOND		0.72			
15	LHBOND		0.54			0.46
16	LHBOND	0.40	0.55			0.46
17	LHBOND	0.42	0.54			
18	PPRIDE		0.56			
19	PPRIDE		0.49			
20	ORGID			0.80		
21	ORGID			0.75		
22	ORGID			0.72		
23	ORGID			0.69		
24	ORGID			0.78		
25	JOBSAT					0.58
26	JOBSAT					0.66
27	JOBSAT					0.68
28	JOBSAT					0.65
29	COCLIM	0.53				
30	COCLIM	0.66				
31	COCLIM	0.69				
32	COCLIM	0.71				
33	COCLIM	0.66				
34	COCLIM	0.69				
35	COCLIM	0.65				
36	COCLIM	0.66				

Table G-2
 FACTOR LOADINGS OF COHESION, MOTIVATION, LEADERSHIP EVALUATION
 ITEMS AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE QUESTIONNAIRE
 64.8% OF VARIANCE ACCOUNTED FOR
 8 FACTORS PRODUCED
 N = 1031

ITEM	SCALE	FACTORS							
		1	2	3	4	5	6	7	8
4	JOBINV			0.63					
5	JOBINV			0.59					
6	JOBINV			0.69					
7	JOBINV			0.71					
8	CTCMOTIV			0.58					
9	CTCMOTIV			0.64					
10	CTCMOTIV			0.47					
11	SMHBOND					0.79			
12	SMHBOND					0.77			
13	SMHBOND					0.72			
14	SMHBOND					0.71			
15	LHBOND							0.63	
16	LHBOND				0.40			0.67	
17	LHBOND				0.42			0.57	
18	PPRIDE					0.45			
19	PPRIDE				0.40	0.43			
20	ORGID						0.78		
21	ORGID						0.75		
22	ORGID						0.67		
23	ORGID						0.63		
24	ORGID						0.76		
25	JOBSAT			0.49					
26	JOBSAT			0.59					
27	JOBSAT			0.60					
28	JOBSAT			0.63					
29	COCLIM				0.54				
30	COCLIM				0.65				
31	COCLIM				0.65				
32	COCLIM				0.65				
33	COCLIM				0.60				
34	COCLIM				0.63				
35	COCLIM				0.65				
36	COCLIM				0.63				
100	STRUCTPS	0.69							
101	STRUCTPS	0.54						0.41	
102	STRUCTPS	0.68							
103	STRUCTPS	0.77							
104	CONSIDPS	0.79							
105	CONSIDPS	0.82							

Table G-2 cont.

FACTOR LOADINGS OF COHESION, MOTIVATION, LEADERSHIP EVALUATION
ITEMS AFTER VARIMAX ROTATION, CONT.
SQUAD MEMBER BASELINE QUESTIONNAIRE

ITEM	SCALE	FACTORS							
		1	2	3	4	5	6	7	8
106	CONSIDPS		0.80						
107	CONSIDPS		0.74						
108	CONSIDPS		0.76						
109	LDRPS		0.74						
110	LDRPS		0.79						
111	LDRPS		0.79						
112	LDRPS		0.81						
113	LDRPS		0.83						
114	STRUCTPL	0.71							
115	STRUCTPL	0.62							
116	STRUCTPL	0.66							
117	STRUCTPL	0.78							
118	CONSIDPL	0.79							
119	CONSIDPL	0.78							
120	CONSIDPL	0.77							
121	CONSIDPL	0.76							
122	CONSIDPL	0.75							
123	LDRPL	0.79							
124	LDRPL	0.81							
125	LDRPL	0.80							
126	LDRPL	0.81							
127	LDRPL	0.85							

Table G-2 cont.

FACTOR LOADINGS OF COHESION, MOTIVATION, LEADERSHIP EVALUATION
 ITEMS AFTER VARIMAX ROTATION
 SQUAD MEMBER PRE QUESTIONNAIRE
 67.0% OF VARIANCE ACCOUNTED FOR
 8 FACTORS PRODUCED
 N = 996

ITEM	SCALE	FACTORS							
		1	2	3	4	5	6	7	8
4	JOBINV						0.58		
5	JOBINV						0.67		
6	JOBINV						0.48	0.47	
7	JOBINV						0.63		
8	CTCMOTIV						0.63		
9	CTCMOTIV						0.66		
10	CTCMOTIV						0.58		
11	SMHBOND				0.74				
12	SMHBOND				0.76				
13	SMHBONS				0.70				
14	SMHBOND				0.73				
15	LHBOND				0.49				
16	LHBOND				0.49				
17	LHBOND				0.48				
18	PPRIDE				0.49				
19	PPRIDE				0.45				
20	ORGID					0.80			
21	ORGID					0.74			
22	ORGID					0.71			
23	ORGID					0.68			
24	ORGID					0.77			
25	JOBSAT							0.58	
26	JOBSAT							0.65	
27	JOBSAT							0.68	
28	JOBSAT							0.66	
29	COCLIM			0.54					
30	COCLIM			0.64					
31	COCLIM			0.66					
32	COCLIM			0.69					
33	COCLIM			0.62					
34	COCLIM			0.67					
35	COCLIM			0.63					
36	COCLIM			0.64					
100	STRUCTPS	0.73							
101	STRUCTPS	0.61							
102	STRUCTPS	0.71							
103	STRUCTPS	0.78							
104	CONSIDPS	0.79							
105	CONSIDPS	0.80							

Table G-2 cont.

FACTOR LOADINGS OF COHESION, MOTIVATION, LEADERSHIP EVALUATION
ITEMS AFTER VARIMAX ROTATION, CONT.
SQUAD MEMBER PRE QUESTIONNAIRE

ITEM	SCALE	FACTORS							
		1	2	3	4	5	6	7	8
106	CONSIDPS		0.79						
107	CONSIDPS		0.76						
108	CONSIDPS		0.82						
109	LDRPS		0.80						
110	LDRPS		0.84						
111	LDRPS		0.81						
112	LDRPS		0.85						
113	LDRPS		0.87						
114	STRUCTPL	0.74							
115	STRUCTPL	0.68							
116	STRUCTPL	0.74							
117	STRUCTPL	0.79							
118	CONSIDPL	0.81							
119	CONSIDPL	0.82							
120	CONSIDPL	0.82							
121	CONSIDPL	0.77							
122	CONSIDPL	0.81							
123	LDRPL	0.82							
124	LDRPL	0.84							
125	LDRPL	0.83							
126	LDRPL	0.83							
127	LDRPL	0.85							

APPENDIX H

INTER-CORRELATIONS OF SCALES IN PLATOON QUESTIONNAIRE

The tables in Appendix H contain inter-scale correlations for all forms and levels of the questionnaire (SM, SL, PS, PL; base and pre; individual and platoon). Scale numbers across the top of each table refer to the scale adjacent to the identical number vertically down the left side of each table. Correlations greater than or equal to the following values are statistically significant ($p \leq .05$):

<u>Rater</u>	<u>Critical Correlation</u>
SM Individual	.13
SM Platoon	.22
SL Individual	.13
SL Platoon	.22
PS Platoon	.22
PL Platoon	.23

Table H-1
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
SQUAD MEMBERS, INDIVIDUAL LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.64	1.00								
3 INCENTIV	0.26	0.29	1.00							
4 SMHBOND	0.42	0.48	0.31	1.00						
5 LHBOND	0.45	0.46	0.36	0.54	1.00					
6 PPRIDE	0.47	0.51	0.35	0.60	0.61	1.00				
7 ORGID	0.56	0.58	0.23	0.39	0.42	0.46	1.00			
8 JOBSAT	0.65	0.61	0.37	0.43	0.50	0.54	0.61	1.00		
9 COCLIM	0.50	0.50	0.46	0.50	0.65	0.60	0.47	0.57	1.00	
10 CTCEXPER	0.39	0.58	0.31	0.37	0.39	0.42	0.44	0.46	0.46	1.00
11 STRUCTPS	0.35	0.37	0.28	0.30	0.40	0.38	0.31	0.37	0.38	0.39
12 STRUCTPL	0.31	0.41	0.27	0.32	0.40	0.36	0.34	0.36	0.42	0.43
13 CONSIDPS	0.33	0.32	0.31	0.32	0.44	0.45	0.29	0.39	0.44	0.37
14 CONSIDPL	0.30	0.38	0.28	0.36	0.42	0.38	0.31	0.36	0.42	0.42
15 LDRSL	0.30	0.32	0.26	0.34	0.48	0.38	0.24	0.31	0.44	0.33
16 LDRPS	0.34	0.32	0.27	0.30	0.44	0.43	0.28	0.37	0.40	0.36
17 LDRPL	0.31	0.38	0.27	0.34	0.41	0.34	0.32	0.34	0.40	0.43
18 MOTSUBSL	0.35	0.36	0.34	0.37	0.51	0.44	0.28	0.37	0.48	0.34
19 MOTSUBPS	0.38	0.38	0.33	0.35	0.47	0.47	0.32	0.41	0.47	0.36
20 TMDEVSL	0.36	0.39	0.37	0.39	0.50	0.45	0.30	0.40	0.51	0.36
21 TMDEVPS	0.39	0.40	0.37	0.34	0.50	0.50	0.34	0.44	0.52	0.40
22 TEACHSL	0.34	0.39	0.35	0.39	0.51	0.43	0.29	0.37	0.52	0.38
23 TEACHPS	0.33	0.35	0.34	0.34	0.47	0.46	0.32	0.39	0.48	0.36
24 PLANSL	0.32	0.35	0.30	0.37	0.48	0.42	0.28	0.33	0.46	0.33
25 PLANPS	0.37	0.38	0.33	0.33	0.45	0.46	0.32	0.39	0.44	0.40
26 COMSL	0.33	0.36	0.32	0.37	0.50	0.43	0.28	0.36	0.49	0.36
27 COMPS	0.37	0.37	0.36	0.34	0.49	0.47	0.32	0.41	0.49	0.39
28 SUPVSL	0.31	0.33	0.31	0.35	0.45	0.39	0.25	0.32	0.44	0.35
29 SUPVPS	0.36	0.39	0.33	0.32	0.43	0.43	0.33	0.39	0.45	0.38
30 INITSL	0.32	0.34	0.27	0.33	0.45	0.37	0.26	0.31	0.42	0.34
31 INITPS	0.35	0.37	0.28	0.33	0.42	0.43	0.30	0.37	0.39	0.35
32 TRANEFF	0.31	0.39	0.29	0.41	0.35	0.42	0.35	0.36	0.41	0.48
33 PLTEFF	0.40	0.48	0.28	0.52	0.42	0.53	0.42	0.45	0.46	0.53
34 OMOTIVE	0.92	0.89	0.30	0.49	0.50	0.54	0.63	0.70	0.55	0.52
35 PID	0.51	0.53	0.39	0.63	0.93	0.85	0.48	0.57	0.70	0.45
36 STYLEPS	0.36	0.37	0.32	0.33	0.46	0.45	0.32	0.41	0.45	0.40
37 STYLEPL	0.32	0.41	0.29	0.37	0.44	0.39	0.34	0.38	0.45	0.45
38 EVALPS	0.36	0.36	0.31	0.33	0.46	0.46	0.31	0.40	0.44	0.40
39 EVALPL	0.33	0.42	0.29	0.37	0.44	0.39	0.35	0.38	0.44	0.46
40 TASKSL	0.35	0.37	0.32	0.39	0.50	0.44	0.29	0.35	0.49	0.37
41 TASKPS	0.38	0.40	0.35	0.34	0.47	0.48	0.34	0.42	0.47	0.40
42 DEVSL	0.37	0.40	0.37	0.40	0.53	0.46	0.30	0.40	0.53	0.38
43 DEVPS	0.38	0.38	0.37	0.34	0.50	0.49	0.33	0.43	0.52	0.38

Table H-1 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, INDIVIDUAL LEVEL

	11	12	13	14	15	16	17	18	19	20
11 STRUCTPS	1.00									
12 STRUCTPL	0.54	1.00								
13 CONSIDPS	0.73	0.44	1.00							
14 CONSIDPL	0.50	0.78	0.46	1.00						
15 LDRSL	0.36	0.37	0.30	0.38	1.00					
16 LDRPS	0.78	0.48	0.83	0.47	0.30	1.00				
17 LDRPL	0.44	0.79	0.37	0.85	0.34	0.43	1.00			
18 MOTSUBSL	0.30	0.30	0.28	0.31	0.79	0.25	0.25	1.00		
19 MOTSUBPS	0.70	0.41	0.75	0.43	0.31	0.76	0.37	0.33	1.00	
20 TMDEVSL	0.33	0.33	0.32	0.34	0.75	0.28	0.28	0.84	0.36	1.00
21 TMDEVPS	0.69	0.45	0.76	0.45	0.33	0.74	0.38	0.34	0.88	0.43
22 TEACHSL	0.31	0.34	0.30	0.33	0.73	0.24	0.29	0.86	0.36	0.85
23 TEACHPS	0.69	0.43	0.70	0.44	0.34	0.77	0.38	0.37	0.87	0.41
24 PLANSL	0.32	0.32	0.30	0.31	0.74	0.26	0.27	0.81	0.34	0.79
25 PLANPS	0.71	0.44	0.69	0.45	0.31	0.75	0.40	0.33	0.84	0.36
26 COMSL	0.33	0.32	0.31	0.32	0.76	0.26	0.27	0.82	0.34	0.80
27 COMPS	0.69	0.44	0.75	0.44	0.32	0.74	0.39	0.34	0.85	0.39
28 SUPVSL	0.35	0.32	0.30	0.31	0.69	0.28	0.26	0.75	0.35	0.75
29 SUPVPS	0.71	0.45	0.66	0.43	0.30	0.70	0.39	0.32	0.80	0.35
30 INITSL	0.33	0.35	0.28	0.33	0.73	0.24	0.29	0.75	0.33	0.76
31 INITPS	0.72	0.44	0.66	0.43	0.28	0.75	0.39	0.30	0.80	0.33
32 TRANEFF	0.42	0.45	0.38	0.45	0.35	0.34	0.43	0.39	0.38	0.38
33 PLTEFF	0.43	0.43	0.39	0.42	0.34	0.39	0.41	0.38	0.43	0.40
34 OMOTIVE	0.40	0.39	0.36	0.37	0.34	0.36	0.37	0.40	0.42	0.41
35 PID	0.43	0.42	0.49	0.45	0.47	0.49	0.42	0.53	0.52	0.53
36 STYLEPS	0.90	0.51	0.96	0.51	0.34	0.87	0.43	0.30	0.79	0.34
37 STYLEPL	0.54	0.92	0.48	0.96	0.39	0.50	0.87	0.32	0.44	0.36
38 EVALPS	0.88	0.51	0.94	0.51	0.34	0.95	0.44	0.29	0.80	0.33
39 EVALPL	0.52	0.90	0.45	0.95	0.38	0.49	0.95	0.30	0.43	0.34
40 TASKSL	0.36	0.36	0.32	0.35	0.78	0.29	0.30	0.85	0.37	0.83
41 TASKPS	0.75	0.47	0.72	0.47	0.33	0.78	0.42	0.34	0.87	0.39
42 DEVSL	0.33	0.34	0.32	0.35	0.78	0.27	0.29	0.94	0.37	0.94
43 DEVPS	0.68	0.42	0.78	0.43	0.32	0.74	0.36	0.34	0.91	0.42

Table H-1 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, INDIVIDUAL LEVEL

	21	22	23	24	25	26	27	28	29	30
21 TMDEVPS	1.00									
22 TEACHSL	0.39	1.00								
23 TEACHPS	0.86	0.40	1.00							
24 PLANSL	0.36	0.80	0.38	1.00						
25 PLANPS	0.81	0.33	0.83	0.37	1.00					
26 COMSL	0.36	0.79	0.38	0.84	0.36	1.00				
27 COMPS	0.87	0.36	0.82	0.35	0.86	0.39	1.00			
28 SUPVSL	0.37	0.75	0.39	0.81	0.37	0.82	0.38	1.00		
29 SUPVPS	0.79	0.33	0.79	0.35	0.86	0.37	0.86	0.41	1.00	
30 INITSL	0.35	0.74	0.36	0.80	0.33	0.76	0.32	0.74	0.33	1.00
31 INITPS	0.79	0.30	0.77	0.32	0.85	0.32	0.82	0.34	0.82	0.33
32 TRANEFF	0.41	0.40	0.41	0.42	0.42	0.40	0.42	0.41	0.41	0.40
33 PLTEFF	0.46	0.38	0.45	0.40	0.47	0.40	0.44	0.38	0.44	0.37
34 OMOTIVE	0.44	0.40	0.38	0.37	0.41	0.38	0.41	0.35	0.41	0.37
35 PID	0.55	0.53	0.51	0.51	0.50	0.52	0.54	0.47	0.48	0.46
36 STYLEPS	0.78	0.32	0.74	0.32	0.75	0.33	0.78	0.34	0.72	0.32
37 STYLEPL	0.48	0.36	0.46	0.34	0.47	0.34	0.47	0.33	0.47	0.36
38 EVALPS	0.79	0.31	0.75	0.31	0.78	0.32	0.79	0.33	0.74	0.30
39 EVALPL	0.46	0.34	0.45	0.32	0.46	0.32	0.46	0.31	0.45	0.34
40 TASKSL	0.39	0.83	0.41	0.95	0.39	0.93	0.39	0.91	0.39	0.87
41 TASKPS	0.85	0.35	0.85	0.37	0.96	0.38	0.92	0.41	0.94	0.35
42 DEVSL	0.41	0.96	0.42	0.83	0.35	0.83	0.38	0.78	0.35	0.78
43 DEVPS	0.98	0.38	0.89	0.35	0.82	0.36	0.89	0.36	0.80	0.34

Table H-1 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, INDIVIDUAL LEVEL

	31	32	33	34	35	36	37	38	39	40
31 INITPS	1.00									
32 TRANEFF	0.40	1.00								
33 PLTEFF	0.43	0.61	1.00							
34 OMOTIVE	0.40	0.38	0.48	1.00						
35 PID	0.47	0.42	0.51	0.57	1.00					
36 STYLEPS	0.73	0.42	0.44	0.40	0.50	1.00				
37 STYLEPL	0.45	0.47	0.45	0.40	0.47	0.54	1.00			
38 EVALPS	0.76	0.41	0.43	0.40	0.51	0.98	0.54	1.00		
39 EVALPL	0.45	0.47	0.45	0.41	0.47	0.52	0.98	0.52	1.00	
40 TASKSL	0.35	0.44	0.42	0.40	0.53	0.36	0.37	0.35	0.35	1.00
41 TASKPS	0.91	0.43	0.47	0.43	0.53	0.79	0.49	0.81	0.48	0.41
42 DEVSL	0.32	0.41	0.39	0.42	0.56	0.34	0.37	0.33	0.35	0.87
43 DEVPS	0.78	0.40	0.44	0.42	0.55	0.79	0.45	0.79	0.44	0.38
	41	42	43							
41 TASKPS	1.00									
42 DEVSL	0.37	1.00								
43 DEVPS	0.86	0.41	1.00							

Table H-2
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS, INDIVIDUAL LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.64	1.00								
3 INCENTIV	0.30	0.35	1.00							
4 SMHBOND	0.46	0.45	0.33	1.00						
5 LHBOND	0.48	0.46	0.40	0.58	1.00					
6 PPRIDE	0.53	0.51	0.39	0.63	0.63	1.00				
7 ORGID	0.57	0.56	0.28	0.40	0.40	0.47	1.00			
8 JOBSAT	0.64	0.61	0.41	0.46	0.54	0.54	0.59	1.00		
9 COCLIM	0.48	0.52	0.51	0.51	0.63	0.59	0.44	0.60	1.00	
10 CTCEXPER	0.37	0.59	0.32	0.32	0.38	0.39	0.41	0.44	0.47	1.00
11 STRUCTPS	0.33	0.30	0.27	0.34	0.49	0.43	0.29	0.36	0.43	0.35
12 STRUCTPL	0.30	0.35	0.31	0.31	0.40	0.38	0.30	0.37	0.45	0.35
13 CONSIDPS	0.35	0.30	0.31	0.37	0.52	0.49	0.32	0.40	0.45	0.37
14 CONSIDPL	0.32	0.32	0.31	0.34	0.42	0.41	0.30	0.36	0.43	0.33
15 LDRSL	0.23	0.21	0.21	0.30	0.40	0.33	0.18	0.27	0.35	0.15
16 LDRPS	0.31	0.28	0.27	0.34	0.51	0.45	0.27	0.34	0.43	0.34
17 LDRPL	0.31	0.31	0.30	0.32	0.40	0.40	0.26	0.35	0.43	0.32
18 MOTSUBSL	0.33	0.29	0.28	0.38	0.46	0.41	0.25	0.35	0.42	0.20
19 MOTSUBPS	0.37	0.30	0.34	0.38	0.54	0.50	0.31	0.40	0.47	0.34
20 TMDEVSL	0.32	0.29	0.31	0.38	0.46	0.42	0.27	0.37	0.48	0.23
21 TMDEVPS	0.38	0.32	0.38	0.40	0.57	0.54	0.31	0.42	0.49	0.38
22 TEACHSL	0.29	0.27	0.29	0.37	0.45	0.40	0.23	0.34	0.44	0.21
23 TEACHPS	0.32	0.29	0.34	0.37	0.53	0.48	0.28	0.36	0.47	0.34
24 PLANSL	0.29	0.28	0.25	0.34	0.43	0.39	0.23	0.30	0.41	0.19
25 PLANPS	0.33	0.30	0.31	0.35	0.52	0.46	0.29	0.37	0.45	0.33
26 COMSL	0.27	0.25	0.27	0.32	0.39	0.37	0.22	0.31	0.42	0.20
27 COMPS	0.33	0.29	0.33	0.35	0.54	0.48	0.29	0.40	0.48	0.34
28 SUPVSL	0.27	0.28	0.25	0.32	0.37	0.37	0.23	0.30	0.38	0.20
29 SUPVPS	0.32	0.29	0.30	0.36	0.52	0.45	0.29	0.37	0.44	0.34
30 INITSL	0.23	0.20	0.23	0.30	0.36	0.35	0.20	0.27	0.37	0.15
31 INITPS	0.31	0.29	0.30	0.36	0.52	0.45	0.30	0.37	0.43	0.34
32 TRANEFF	0.12	0.15	0.12	0.25	0.19	0.23	0.14	0.12	0.23	0.21
33 PLTEFF	0.38	0.40	0.21	0.46	0.42	0.49	0.36	0.36	0.40	0.39
34 OMOTIVE	0.92	0.90	0.36	0.50	0.52	0.57	0.63	0.69	0.55	0.52
35 PID	0.55	0.53	0.43	0.67	0.94	0.86	0.47	0.60	0.68	0.42
36 STYLEPS	0.36	0.32	0.32	0.37	0.54	0.49	0.32	0.40	0.47	0.38
37 STYLEPL	0.33	0.35	0.34	0.34	0.44	0.42	0.31	0.39	0.47	0.36
38 EVALPS	0.35	0.31	0.31	0.37	0.54	0.49	0.31	0.39	0.47	0.38
39 EVALPL	0.33	0.35	0.33	0.34	0.43	0.42	0.30	0.38	0.46	0.35
40 TASKSL	0.29	0.27	0.27	0.35	0.42	0.40	0.24	0.32	0.43	0.20
41 TASKPS	0.34	0.31	0.32	0.38	0.55	0.48	0.30	0.40	0.47	0.35
42 DEVSL	0.33	0.30	0.31	0.40	0.48	0.44	0.26	0.37	0.47	0.22
43 DEVPS	0.37	0.32	0.38	0.40	0.58	0.54	0.31	0.43	0.51	0.38

Table H-2 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS

	11	12	13	14	15	16	17	18	19	20
11 STRUCTPS	1.00									
12 STRUCTPL	0.48	1.00								
13 CONSIDPS	0.77	0.41	1.00							
14 CONSIDPL	0.45	0.81	0.45	1.00						
15 LDRSL	0.29	0.29	0.24	0.28	1.00					
16 LDRPS	0.81	0.40	0.87	0.44	0.22	1.00				
17 LDRPL	0.41	0.82	0.41	0.89	0.26	0.42	1.00			
18 MOTSUBSL	0.31	0.29	0.28	0.27	0.77	0.23	0.24	1.00		
19 MOTSUBPS	0.72	0.36	0.79	0.39	0.26	0.79	0.35	0.34	1.00	
20 TMDEVSL	0.30	0.28	0.31	0.29	0.72	0.25	0.25	0.85	0.37	1.00
21 TMDEVPS	0.71	0.38	0.80	0.41	0.28	0.78	0.38	0.34	0.88	0.39
22 TEACHSL	0.32	0.29	0.26	0.28	0.72	0.23	0.25	0.87	0.34	0.85
23 TEACHPS	0.71	0.37	0.74	0.38	0.26	0.75	0.36	0.34	0.88	0.36
24 PLANSL	0.30	0.27	0.26	0.26	0.77	0.22	0.23	0.82	0.32	0.81
25 PLANPS	0.76	0.38	0.76	0.40	0.25	0.80	0.38	0.31	0.86	0.34
26 COMSL	0.26	0.25	0.24	0.25	0.74	0.20	0.22	0.81	0.31	0.81
27 COMPS	0.72	0.38	0.80	0.40	0.25	0.79	0.37	0.29	0.86	0.35
28 SUPVSL	0.30	0.24	0.25	0.24	0.71	0.22	0.21	0.77	0.33	0.77
29 SUPVPS	0.74	0.37	0.71	0.37	0.26	0.75	0.34	0.32	0.82	0.34
30 INITSL	0.24	0.23	0.24	0.21	0.75	0.17	0.18	0.76	0.31	0.79
31 INITPS	0.76	0.36	0.77	0.39	0.22	0.82	0.35	0.27	0.83	0.30
32 TRANEFF	0.25	0.29	0.20	0.27	0.28	0.16	0.26	0.24	0.19	0.24
33 PLTEFF	0.43	0.37	0.39	0.39	0.31	0.38	0.36	0.35	0.41	0.36
34 OMOTIVE	0.35	0.36	0.36	0.36	0.24	0.33	0.34	0.35	0.37	0.33
35 PID	0.51	0.43	0.56	0.46	0.42	0.54	0.44	0.49	0.58	0.49
36 STYLEPS	0.92	0.46	0.96	0.48	0.27	0.90	0.44	0.31	0.81	0.33
37 STYLEPL	0.49	0.94	0.46	0.96	0.30	0.44	0.91	0.29	0.40	0.30
38 EVALPS	0.90	0.45	0.95	0.48	0.26	0.96	0.44	0.29	0.82	0.31
39 EVALPL	0.47	0.91	0.45	0.96	0.29	0.44	0.96	0.27	0.39	0.29
40 TASKSL	0.30	0.27	0.27	0.26	0.79	0.22	0.23	0.85	0.34	0.85
41 TASKPS	0.79	0.39	0.79	0.41	0.26	0.83	0.39	0.32	0.88	0.35
42 DEVSL	0.32	0.30	0.29	0.29	0.77	0.25	0.26	0.94	0.36	0.94
43 DEVPS	0.71	0.37	0.82	0.41	0.28	0.78	0.38	0.35	0.92	0.40

Table H-2 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS

	21	22	23	24	25	26	27	28	29	30
21 TMDEVPS	1.00									
22 TEACHSL	0.35	1.00								
23 TEACHPS	0.86	0.36	1.00							
24 PLANSL	0.34	0.81	0.33	1.00						
25 PLANPS	0.84	0.31	0.86	0.31	1.00					
26 COMSL	0.32	0.80	0.31	0.85	0.30	1.00				
27 COMPS	0.87	0.30	0.84	0.30	0.89	0.30	1.00			
28 SUPVSL	0.33	0.77	0.34	0.83	0.33	0.83	0.30	1.00		
29 SUPVPS	0.81	0.34	0.82	0.32	0.88	0.31	0.87	0.34	1.00	
30 INITSL	0.33	0.75	0.31	0.82	0.27	0.77	0.29	0.78	0.28	1.00
31 INITPS	0.83	0.28	0.81	0.26	0.88	0.25	0.85	0.27	0.84	0.25
32 TRANEFF	0.19	0.23	0.23	0.23	0.20	0.20	0.20	0.25	0.20	0.23
33 PLTEFF	0.41	0.36	0.41	0.34	0.40	0.32	0.36	0.37	0.39	0.39
34 OMOTIVE	0.38	0.31	0.34	0.31	0.35	0.29	0.34	0.30	0.34	0.24
35 PID	0.62	0.48	0.56	0.46	0.55	0.42	0.57	0.41	0.54	0.39
36 STYLEPS	0.81	0.30	0.78	0.30	0.81	0.26	0.81	0.28	0.77	0.26
37 STYLEPL	0.42	0.30	0.40	0.28	0.41	0.27	0.41	0.25	0.38	0.24
38 EVALPS	0.82	0.28	0.79	0.28	0.82	0.25	0.82	0.27	0.78	0.24
39 EVALPL	0.41	0.28	0.39	0.26	0.41	0.25	0.41	0.23	0.37	0.22
40 TASKSL	0.36	0.84	0.34	0.95	0.33	0.93	0.32	0.92	0.34	0.89
41 TASKPS	0.87	0.33	0.88	0.32	0.97	0.30	0.94	0.33	0.95	0.29
42 DEVSL	0.38	0.96	0.37	0.84	0.33	0.84	0.33	0.80	0.34	0.79
43 DEVPS	0.98	0.36	0.90	0.34	0.86	0.33	0.90	0.34	0.83	0.34

Table H-2 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS

	31	32	33	34	35	36	37	38	39	40
31 INITPS	1.00									
32 TRANEFF	0.19	1.00								
33 PLTEFF	0.38	0.47	1.00							
34 OMOTIVE	0.33	0.15	0.43	1.00						
35 PID	0.54	0.23	0.49	0.60	1.00					
36 STYLEPS	0.81	0.23	0.43	0.38	0.57	1.00				
37 STYLEPL	0.40	0.29	0.40	0.38	0.47	0.50	1.00			
38 EVALPS	0.83	0.21	0.42	0.37	0.57	0.98	0.49	1.00		
39 EVALPL	0.39	0.29	0.39	0.37	0.47	0.48	0.99	0.48	1.00	
40 TASKSL	0.28	0.25	0.37	0.31	0.46	0.30	0.29	0.28	0.26	1.00
41 TASKPS	0.93	0.21	0.41	0.36	0.58	0.84	0.42	0.85	0.42	0.34
42 DEVSL	0.29	0.25	0.37	0.35	0.51	0.33	0.31	0.31	0.30	0.88
43 DEVPS	0.83	0.19	0.41	0.38	0.62	0.82	0.42	0.82	0.41	0.36
	41	42	43							
41 TASKPS	1.00									
42 DEVSL	0.35	1.00								
43 DEVPS	0.89	0.39	1.00							

Table H-3
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
SQUAD MEMBERS, PLATOON LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.76	1.00								
3 INCENTIV	0.45	0.46	1.00							
4 SMHBOND	0.69	0.63	0.42	1.00						
5 LHBOND	0.65	0.51	0.65	0.60	1.00					
6 PPRIDE	0.73	0.60	0.62	0.76	0.76	1.00				
7 ORGID	0.83	0.82	0.49	0.59	0.56	0.61	1.00			
8 JOBSAT	0.86	0.78	0.65	0.72	0.73	0.81	0.81	1.00		
9 COCLIM	0.65	0.60	0.75	0.64	0.84	0.80	0.62	0.76	1.00	
10 STRUCTPS	0.43	0.37	0.49	0.34	0.51	0.49	0.29	0.49	0.50	1.00
11 STRUCTPL	0.62	0.57	0.58	0.53	0.58	0.60	0.54	0.66	0.67	0.54
12 CONSIDPS	0.41	0.27	0.49	0.29	0.50	0.48	0.35	0.45	0.48	0.71
13 CONSIDPL	0.52	0.45	0.57	0.45	0.53	0.51	0.46	0.54	0.52	0.44
14 LDRSL	0.23	0.19	0.43	0.31	0.67	0.37	0.17	0.33	0.54	0.31
15 LDRPS	0.40	0.24	0.38	0.29	0.51	0.49	0.26	0.43	0.40	0.83
16 LDRPL	0.59	0.52	0.43	0.54	0.50	0.53	0.48	0.61	0.53	0.41
17 MOTSUBSL	0.38	0.39	0.60	0.47	0.77	0.57	0.33	0.51	0.70	0.28
18 MOTSUBPS	0.46	0.31	0.57	0.33	0.61	0.56	0.37	0.52	0.56	0.84
19 TMDEVSL	0.29	0.33	0.63	0.37	0.72	0.55	0.31	0.49	0.70	0.28
20 TMDEVPS	0.48	0.36	0.63	0.39	0.63	0.64	0.40	0.57	0.60	0.77
21 TEACHSL	0.34	0.41	0.57	0.39	0.72	0.51	0.36	0.49	0.72	0.25
22 TEACHPS	0.51	0.36	0.65	0.38	0.67	0.65	0.42	0.60	0.63	0.76
23 PLANSL	0.29	0.35	0.63	0.41	0.68	0.49	0.31	0.45	0.67	0.35
24 PLANPS	0.46	0.35	0.56	0.41	0.57	0.54	0.33	0.52	0.49	0.88
25 COMSL	0.30	0.36	0.58	0.41	0.68	0.49	0.30	0.46	0.61	0.33
26 COMPS	0.44	0.32	0.59	0.34	0.59	0.55	0.35	0.50	0.54	0.81
27 SUPVSL	0.26	0.31	0.61	0.43	0.70	0.54	0.24	0.46	0.69	0.41
28 SUPVPS	0.48	0.43	0.59	0.43	0.62	0.56	0.38	0.56	0.58	0.91
29 INITSL	0.43	0.47	0.52	0.45	0.74	0.50	0.46	0.54	0.68	0.32
30 INITPS	0.41	0.31	0.49	0.33	0.51	0.52	0.26	0.46	0.47	0.86
31 CTCEXPER	0.67	0.87	0.48	0.61	0.50	0.59	0.76	0.74	0.55	0.31
32 TRANEFF	0.53	0.54	0.57	0.60	0.59	0.68	0.51	0.56	0.66	0.44
33 PLTEFF	0.63	0.66	0.49	0.76	0.60	0.77	0.59	0.72	0.62	0.48
34 OMOTIVE	0.95	0.93	0.48	0.71	0.62	0.71	0.88	0.88	0.67	0.43
35 PID	0.72	0.58	0.68	0.71	0.96	0.91	0.61	0.81	0.87	0.53
36 STYLEPS	0.44	0.33	0.52	0.33	0.53	0.52	0.35	0.50	0.52	0.87
37 STYLEPL	0.58	0.52	0.61	0.50	0.57	0.56	0.51	0.61	0.60	0.49
38 EVALPS	0.43	0.37	0.48	0.32	0.53	0.52	0.32	0.48	0.48	0.87
39 EVALPL	0.61	0.53	0.55	0.53	0.57	0.58	0.51	0.63	0.61	0.48
40 TASKSL	0.34	0.38	0.63	0.44	0.72	0.53	0.34	0.50	0.69	0.37
41 TASKPS	0.46	0.36	0.56	0.40	0.58	0.56	0.33	0.53	0.53	0.89
42 DEVSL	0.36	0.38	0.60	0.42	0.76	0.56	0.35	0.51	0.73	0.25
43 DEVPS	0.45	0.32	0.62	0.34	0.61	0.58	0.38	0.53	0.58	0.75

Table H-3 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, PLATOON LEVEL

	11	12	13	14	15	16	17	18	19	20
11 STRUCTPL	1.00									
12 CONSIDPS	0.32	1.00								
13 CONSIDPL	0.77	0.33	1.00							
14 LDRSL	0.30	0.21	0.30	1.00						
15 LDRPS	0.39	0.88	0.37	0.20	1.00					
16 LDRPL	0.88	0.23	0.85	0.26	0.34	1.00				
17 MOTSUBSL	0.35	0.20	0.33	0.86	0.13	0.27	1.00			
18 MOTSUBPS	0.49	0.88	0.49	0.23	0.92	0.40	0.22	1.00		
19 TMDEVSL	0.31	0.25	0.31	0.80	0.14	0.20	0.90	0.24	1.00	
20 TMDEVPS	0.47	0.88	0.46	0.22	0.88	0.38	0.26	0.94	0.31	1.00
21 TEACHSL	0.33	0.16	0.22	0.81	0.07	0.20	0.93	0.17	0.92	0.21
22 TEACHPS	0.48	0.84	0.49	0.27	0.86	0.40	0.31	0.94	0.34	0.95
23 PLANSL	0.35	0.26	0.30	0.81	0.16	0.23	0.88	0.25	0.89	0.29
24 PLANPS	0.50	0.81	0.51	0.27	0.91	0.44	0.26	0.93	0.24	0.90
25 COMSL	0.35	0.21	0.29	0.83	0.14	0.25	0.89	0.19	0.90	0.22
26 COMPS	0.46	0.89	0.46	0.23	0.91	0.38	0.24	0.96	0.25	0.96
27 SUPVSL	0.38	0.31	0.34	0.77	0.23	0.26	0.84	0.32	0.91	0.36
28 SUPVPS	0.51	0.79	0.50	0.32	0.87	0.43	0.32	0.93	0.31	0.88
29 INITSL	0.34	0.29	0.26	0.81	0.18	0.25	0.86	0.26	0.85	0.28
30 INITPS	0.49	0.80	0.44	0.14	0.91	0.41	0.14	0.92	0.17	0.89
31 CTCEXPER	0.57	0.28	0.49	0.18	0.22	0.53	0.37	0.30	0.34	0.35
32 TRANEFF	0.54	0.34	0.49	0.44	0.35	0.48	0.58	0.36	0.51	0.37
33 PLTEFF	0.60	0.27	0.55	0.36	0.34	0.61	0.49	0.37	0.41	0.38
34 OMOTIVE	0.64	0.36	0.52	0.23	0.35	0.60	0.41	0.42	0.33	0.45
35 PID	0.62	0.52	0.55	0.58	0.53	0.54	0.73	0.63	0.69	0.67
36 STYLEPS	0.43	0.96	0.39	0.25	0.93	0.32	0.24	0.93	0.27	0.90
37 STYLEPL	0.90	0.34	0.97	0.31	0.38	0.91	0.36	0.51	0.33	0.48
38 EVALPS	0.42	0.94	0.39	0.24	0.97	0.33	0.20	0.94	0.23	0.91
39 EVALPL	0.91	0.32	0.94	0.29	0.39	0.96	0.32	0.49	0.28	0.46
40 TASKSL	0.38	0.28	0.33	0.84	0.19	0.27	0.91	0.27	0.93	0.31
41 TASKPS	0.51	0.83	0.49	0.26	0.92	0.43	0.25	0.95	0.25	0.92
42 DEVSL	0.34	0.19	0.28	0.85	0.10	0.22	0.97	0.21	0.95	0.26
43 DEVPS	0.43	0.90	0.44	0.20	0.87	0.34	0.23	0.96	0.29	0.99

Table H-3 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, PLATOON LEVEL

	21	22	23	24	25	26	27	28	29	30
21 TEACHSL	1.00									
22 TEACHPS	0.25	1.00								
23 PLANS�	0.89	0.33	1.00							
24 PLANPS	0.18	0.90	0.29	1.00						
25 COMSL	0.87	0.29	0.92	0.26	1.00					
26 COMPS	0.18	0.91	0.26	0.94	0.22	1.00				
27 SUPVSL	0.86	0.39	0.91	0.35	0.89	0.33	1.00			
28 SUPVPS	0.27	0.88	0.36	0.97	0.32	0.93	0.42	1.00		
29 INITSL	0.87	0.33	0.89	0.26	0.87	0.26	0.82	0.35	1.00	
30 INITPS	0.11	0.87	0.19	0.94	0.14	0.93	0.29	0.93	0.18	1.00
31 CTCEXPER	0.36	0.34	0.33	0.32	0.37	0.32	0.32	0.39	0.42	0.28
32 TRANEFF	0.55	0.39	0.56	0.37	0.54	0.38	0.53	0.44	0.55	0.36
33 PLTEFF	0.46	0.43	0.48	0.45	0.50	0.37	0.48	0.50	0.45	0.41
34 OMOTIVE	0.40	0.46	0.34	0.43	0.35	0.41	0.30	0.48	0.48	0.38
35 PID	0.67	0.70	0.64	0.59	0.64	0.61	0.68	0.63	0.69	0.54
36 STYLEPS	0.20	0.87	0.31	0.90	0.27	0.93	0.36	0.89	0.32	0.88
37 STYLEPL	0.28	0.51	0.34	0.53	0.33	0.48	0.38	0.52	0.30	0.48
38 EVALPS	0.16	0.88	0.26	0.92	0.23	0.94	0.32	0.90	0.27	0.91
39 EVALPL	0.25	0.49	0.29	0.51	0.29	0.46	0.33	0.51	0.29	0.48
40 TASKSL	0.91	0.35	0.98	0.31	0.96	0.29	0.94	0.38	0.92	0.21
41 TASKPS	0.19	0.91	0.30	0.99	0.26	0.96	0.36	0.98	0.28	0.97
42 DEVSL	0.97	0.30	0.88	0.21	0.89	0.21	0.87	0.28	0.87	0.12
43 DEVPS	0.18	0.95	0.27	0.89	0.20	0.96	0.33	0.88	0.26	0.88

Table H-3 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD MEMBERS, PLATOON LEVEL

	31	32	33	34	35	36	37	38	39	40
31 CTCEXP	1.00									
32 TRANEFF	0.55	1.00								
33 PLTEFF	0.65	0.73	1.00							
34 OMOTIVE	0.81	0.57	0.69	1.00						
35 PID	0.57	0.67	0.71	0.70	1.00					
36 STYLEPS	0.31	0.40	0.37	0.41	0.56	1.00				
37 STYLEPL	0.54	0.55	0.59	0.59	0.60	0.42	1.00			
38 EVALPS	0.28	0.39	0.36	0.39	0.56	0.99	0.41	1.00		
39 EVALPL	0.55	0.54	0.62	0.61	0.60	0.40	0.98	0.40	1.00	
40 TASKSL	0.37	0.58	0.50	0.38	0.69	0.33	0.37	0.28	0.33	1.00
41 TASKPS	0.33	0.40	0.45	0.44	0.61	0.92	0.51	0.93	0.51	0.32
42 DEVSL	0.36	0.54	0.47	0.39	0.73	0.22	0.32	0.18	0.28	0.91
43 DEVPS	0.31	0.33	.32	0.41	0.63	0.91	0.45	0.91	0.43	0.28
	41	42	43							
41 TASKPS	1.00									
42 DEVSL	0.21	1.00								
43 DEVPS	0.91	0.23	1.00							

Table H-4
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS, PLATOON LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.75	1.00								
3 INCENTIV	0.55	0.55	1.00							
4 SMHBOND	0.65	0.47	0.40	1.00						
5 LHBOND	0.66	0.49	0.62	0.74	1.00					
6 PPRIDE	0.74	0.62	0.67	0.84	0.81	1.00				
7 ORGID	0.71	0.65	0.50	0.54	0.47	0.59	1.00			
8 JOBSAT	0.77	0.74	0.71	0.67	0.72	0.82	0.69	1.00		
9 COCLIM	0.71	0.60	0.74	0.67	0.81	0.79	0.64	0.81	1.00	
10 STRUCTPS	0.51	0.26	0.31	0.61	0.65	0.61	0.48	0.46	0.52	1.00
11 STRUCTPL	0.53	0.32	0.48	0.50	0.63	0.57	0.35	0.54	0.70	0.52
12 CONSIDPS	0.49	0.28	0.38	0.54	0.64	0.63	0.39	0.48	0.52	0.84
13 CONSIDPL	0.53	0.22	0.43	0.45	0.52	0.53	0.31	0.45	0.57	0.53
14 LDRSL	0.35	0.16	0.29	0.46	0.57	0.47	0.30	0.37	0.60	0.34
15 LDRPS	0.37	0.15	0.25	0.53	0.62	0.56	0.32	0.39	0.46	0.87
16 LDRPL	0.51	0.24	0.42	0.43	0.51	0.51	0.27	0.45	0.57	0.46
17 MOTSUBSL	0.57	0.31	0.41	0.53	0.62	0.57	0.43	0.49	0.69	0.43
18 MOTSUBPS	0.47	0.26	0.42	0.57	0.69	0.63	0.44	0.49	0.56	0.89
19 TMDEVSL	0.46	0.27	0.42	0.51	0.61	0.54	0.33	0.47	0.70	0.37
20 TMDEVPS	0.44	0.28	0.45	0.56	0.73	0.66	0.42	0.52	0.59	0.83
21 TEACHSL	0.52	0.34	0.42	0.52	0.64	0.58	0.36	0.50	0.70	0.39
22 TEACHPS	0.44	0.24	0.40	0.54	0.70	0.61	0.39	0.46	0.57	0.89
23 PLANSL	0.51	0.32	0.46	0.53	0.67	0.60	0.40	0.50	0.71	0.44
24 PLANPS	0.43	0.24	0.36	0.54	0.69	0.59	0.45	0.46	0.56	0.90
25 COMSL	0.51	0.37	0.44	0.47	0.60	0.56	0.37	0.50	0.70	0.32
26 COMPS	0.41	0.26	0.38	0.51	0.68	0.59	0.42	0.47	0.57	0.86
27 SUPVSL	0.53	0.41	0.45	0.52	0.58	0.63	0.50	0.57	0.71	0.41
28 SUPVPS	0.46	0.28	0.39	0.58	0.72	0.62	0.42	0.51	0.57	0.90
29 INITSL	0.37	0.16	0.39	0.46	0.57	0.51	0.28	0.44	0.59	0.38
30 INITPS	0.42	0.22	0.30	0.58	0.68	0.60	0.35	0.44	0.50	0.88
31 CTCEXPER	0.55	0.82	0.61	0.34	0.48	0.53	0.58	0.67	0.60	0.25
32 TRANEFF	0.23	0.10	0.18	0.30	0.31	0.31	0.29	0.19	0.39	0.42
33 PLTEFF	0.60	0.41	0.34	0.78	0.57	0.73	0.57	0.60	0.61	0.68
34 OMOTIVE	0.93	0.94	0.59	0.60	0.61	0.73	0.72	0.81	0.70	0.41
35 PID	0.73	0.57	0.67	0.82	0.97	0.93	0.55	0.80	0.84	0.67
36 STYLEPS	0.52	0.29	0.37	0.59	0.68	0.65	0.44	0.50	0.55	0.93
37 STYLEPL	0.56	0.27	0.47	0.48	0.59	0.56	0.34	0.50	0.65	0.55
38 EVALPS	0.47	0.23	0.33	0.57	0.67	0.62	0.39	0.46	0.52	0.92
39 EVALPL	0.55	0.27	0.46	0.46	0.55	0.55	0.33	0.49	0.62	0.51
40 TASKSL	0.52	0.34	0.47	0.52	0.65	0.61	0.43	0.54	0.72	0.42
41 TASKPS	0.44	0.26	0.37	0.56	0.70	0.61	0.43	0.48	0.56	0.91
42 DEVSL	0.53	0.31	0.42	0.52	0.63	0.57	0.36	0.50	0.71	0.39
43 DEVPS	0.44	0.27	0.46	0.54	0.72	0.65	0.43	0.51	0.59	0.83

Table H-4 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD MEMBERS, PLATOON LEVEL

	11	12	13	14	15	16	17	18	19	20
11 STRUCTPL	1.00									
12 CONSIDPS	0.43	1.00								
13 CONSIDPL	0.84	0.44	1.00							
14 LDRSL	0.51	0.28	0.37	1.00						
15 LDRPS	0.38	0.93	0.39	0.26	1.00					
16 LDRPL	0.90	0.39	0.94	0.36	0.35	1.00				
17 MOTSUBSL	0.55	0.37	0.43	0.89	0.30	0.40	1.00			
18 MOTSUBPS	0.48	0.94	0.45	0.32	0.94	0.41	0.37	1.00		
19 TMDEVSL	0.55	0.37	0.45	0.89	0.32	0.42	0.92	0.38	1.00	
20 TMDEVPS	0.44	0.93	0.42	0.37	0.92	0.38	0.40	0.95	0.44	1.00
21 TEACHSL	0.53	0.34	0.40	0.88	0.28	0.39	0.93	0.35	0.92	0.41
22 TEACHPS	0.49	0.92	0.48	0.33	0.93	0.43	0.39	0.97	0.41	0.96
23 PLANSL	0.53	0.38	0.43	0.89	0.34	0.39	0.94	0.39	0.92	0.45
24 PLANPS	0.47	0.90	0.46	0.31	0.93	0.41	0.36	0.96	0.38	0.94
25 COMSL	0.57	0.30	0.42	0.87	0.26	0.42	0.89	0.33	0.92	0.37
26 COMPS	0.49	0.93	0.43	0.34	0.93	0.41	0.39	0.96	0.42	0.96
27 SUPVSL	0.54	0.38	0.40	0.84	0.31	0.37	0.89	0.37	0.86	0.45
28 SUPVPS	0.47	0.90	0.45	0.32	0.93	0.41	0.38	0.95	0.39	0.93
29 INITSL	0.44	0.34	0.36	0.88	0.30	0.30	0.86	0.36	0.87	0.43
30 INITPS	0.40	0.90	0.40	0.24	0.95	0.34	0.29	0.94	0.31	0.92
31 CTCEXPER	0.31	0.30	0.22	0.14	0.20	0.22	0.25	0.33	0.24	0.37
32 TRANEFF	0.40	0.26	0.41	0.48	0.24	0.36	0.39	0.32	0.41	0.29
33 PLTEFF	0.54	0.51	0.55	0.40	0.48	0.52	0.46	0.56	0.42	0.51
34 OMOTIVE	0.45	0.41	0.40	0.27	0.28	0.40	0.48	0.39	0.39	0.38
35 PID	0.64	0.67	0.55	0.56	0.63	0.54	0.63	0.70	0.62	0.74
36 STYLEPS	0.48	0.98	0.49	0.32	0.94	0.44	0.41	0.96	0.39	0.93
37 STYLEPL	0.93	0.45	0.97	0.44	0.40	0.97	0.50	0.48	0.52	0.44
38 EVALPS	0.45	0.97	0.46	0.30	0.98	0.40	0.37	0.96	0.38	0.94
39 EVALPL	0.93	0.41	0.97	0.42	0.36	0.95	0.47	0.44	0.48	0.40
40 TASKSL	0.55	0.37	0.43	0.91	0.33	0.40	0.95	0.39	0.94	0.45
41 TASKPS	0.46	0.91	0.44	0.31	0.95	0.39	0.36	0.97	0.38	0.95
42 DEVSL	0.56	0.37	0.43	0.90	0.30	0.42	0.97	0.37	0.97	0.42
43 DEVPS	0.46	0.94	0.42	0.37	0.92	0.39	0.40	0.97	0.43	0.99

Table H-4 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD MEMBERS, PLATOON LEVEL

	21	22	23	24	25	26	27	28	29	30
21 TEACHSL	1.00									
22 TEACHPS	0.38	1.00								
23 PLANSL	0.94	0.42	1.00							
24 PLANPS	0.35	0.97	0.39	1.00						
25 COMSL	0.87	0.36	0.88	0.33	1.00					
26 COMPS	0.37	0.96	0.42	0.96	0.36	1.00				
27 SUPVSL	0.89	0.39	0.90	0.37	0.85	0.41	1.00			
28 SUPVPS	0.38	0.95	0.42	0.96	0.35	0.95	0.38	1.00		
29 INITSL	0.85	0.38	0.90	0.34	0.78	0.38	0.83	0.35	1.00	
30 INITPS	0.29	0.95	0.33	0.96	0.27	0.93	0.31	0.95	0.30	1.00
31 CTCEXPER	0.27	0.32	0.26	0.30	0.30	0.35	0.34	0.35	0.13	0.24
32 TRANEFF	0.40	0.35	0.42	0.38	0.37	0.31	0.38	0.30	0.45	0.29
33 PLTEFF	0.45	0.55	0.44	0.58	0.44	0.51	0.48	0.56	0.37	0.57
34 OMOTIVE	0.46	0.37	0.45	0.36	0.47	0.36	0.50	0.40	0.28	0.34
35 PID	0.65	0.70	0.67	0.68	0.61	0.68	0.63	0.71	0.57	0.68
36 STYLEPS	0.38	0.95	0.42	0.94	0.33	0.94	0.40	0.94	0.37	0.93
37 STYLEPL	0.48	0.50	0.50	0.48	0.50	0.47	0.47	0.48	0.41	0.40
38 EVALPS	0.35	0.96	0.40	0.95	0.31	0.95	0.38	0.95	0.35	0.95
39 EVALPL	0.45	0.46	0.46	0.44	0.48	0.43	0.44	0.44	0.38	0.36
40 TASKSL	0.94	0.41	0.98	0.39	0.93	0.43	0.95	0.41	0.92	0.32
41 TASKPS	0.36	0.98	0.40	0.99	0.33	0.98	0.37	0.98	0.35	0.97
42 DEVSL	0.98	0.39	0.95	0.37	0.91	0.40	0.89	0.39	0.86	0.30
43 DEVPS	0.40	0.96	0.44	0.95	0.37	0.97	0.43	0.93	0.41	0.92

Table H-4 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD MEMBERS, PLATOON LEVEL

	31	32	33	34	35	36	37	38	39	40
31 CTCEXPER	1.00									
32 TRANEFF	0.07	1.00								
33 PLTEFF	0.25	0.55	1.00							
34 OMOTIVE	0.74	0.18	0.54	1.00						
35 PID	0.53	0.33	0.67	0.69	1.00					
36 STYLEPS	0.30	0.33	0.60	0.43	0.70	1.00				
37 STYLEPL	0.26	0.43	0.57	0.44	0.61	0.51	1.00			
38 EVALPS	0.27	0.30	0.56	0.37	0.69	0.99	0.47	1.00		
39 EVALPL	0.25	0.41	0.56	0.43	0.58	0.47	0.99	0.43	1.00	
40 TASKSL	0.29	0.43	0.46	0.46	0.66	0.41	0.50	0.39	0.47	1.00
41 TASKPS	0.32	0.33	0.57	0.37	0.70	0.95	0.46	0.96	0.42	0.39
42 DEVSL	0.26	0.39	0.44	0.45	0.64	0.40	0.51	0.37	0.48	0.96
43 DEVPS	0.37	0.29	0.51	0.38	0.73	0.94	0.45	0.94	0.41	0.44
	41	42	43							
41 TASKPS	1.00									
42 DEVSL	0.37	1.00								
43 DEVPS	0.96	0.42	1.00							

Table H-5
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
SQUAD LEADERS, INDIVIDUAL LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.63	1.00								
3 SMHBOND	0.40	0.36	1.00							
4 LHBOND	0.50	0.34	0.52	1.00						
5 PPRIDE	0.55	0.47	0.44	0.64	1.00					
6 ORGID	0.60	0.54	0.33	0.42	0.50	1.00				
7 JOBSAT	0.67	0.53	0.36	0.45	0.51	0.59	1.00			
8 COCLIM	0.47	0.49	0.49	0.57	0.56	0.49	0.51	1.00		
9 STRUCTPS	0.27	0.25	0.32	0.49	0.43	0.27	0.31	0.37	1.00	
10 STRUCTPL	0.25	0.26	0.22	0.32	0.25	0.31	0.35	0.36	0.39	1.00
11 CONSIDPS	0.34	0.27	0.25	0.52	0.45	0.27	0.37	0.38	0.73	0.25
12 CONSIDPL	0.35	0.26	0.23	0.41	0.32	0.37	0.37	0.42	0.35	0.82
13 LDRPS	0.38	0.34	0.25	0.48	0.50	0.31	0.40	0.38	0.78	0.31
14 LDRPL	0.31	0.26	0.24	0.37	0.28	0.39	0.35	0.38	0.32	0.80
15 MOTSUBPS	0.39	0.32	0.35	0.49	0.53	0.30	0.39	0.44	0.60	0.18
16 TMDEVPS	0.40	0.34	0.41	0.58	0.62	0.41	0.42	0.54	0.62	0.28
17 TEACHPS	0.46	0.38	0.39	0.56	0.61	0.38	0.45	0.54	0.63	0.27
18 PLANPS	0.32	0.35	0.38	0.51	0.57	0.33	0.37	0.42	0.65	0.17
19 COMPS	0.41	0.32	0.38	0.54	0.56	0.34	0.44	0.46	0.63	0.18
20 SUPVPS	0.34	0.36	0.35	0.47	0.52	0.36	0.38	0.46	0.63	0.21
21 INITPS	0.36	0.29	0.37	0.52	0.51	0.34	0.35	0.41	0.68	0.21
22 CTCEXPER	0.38	0.61	0.30	0.30	0.36	0.51	0.37	0.47	0.31	0.27
23 TRANEFF	0.28	0.38	0.43	0.32	0.37	0.29	0.32	0.45	0.28	0.21
24 PLTEFF	0.36	0.34	0.52	0.46	0.46	0.38	0.47	0.53	0.42	0.36
25 LVBOND	0.45	0.47	0.45	0.58	0.57	0.50	0.49	0.66	0.34	0.44
26 CPRIDE	0.50	0.46	0.43	0.62	0.68	0.47	0.48	0.58	0.34	0.35
27 MOTSUBPL	0.38	0.35	0.33	0.43	0.41	0.37	0.43	0.50	0.41	0.69
28 TMDEVPL	0.40	0.35	0.40	0.51	0.49	0.45	0.47	0.55	0.35	0.68
29 TEACHPL	0.39	0.38	0.33	0.48	0.40	0.38	0.42	0.52	0.36	0.66
30 PLANPL	0.35	0.42	0.32	0.42	0.42	0.48	0.43	0.52	0.39	0.77
31 COMPL	0.38	0.38	0.34	0.44	0.41	0.48	0.44	0.52	0.33	0.68
32 SUPVPL	0.32	0.35	0.26	0.35	0.37	0.38	0.39	0.48	0.30	0.74
33 INITPL	0.35	0.30	0.32	0.41	0.36	0.42	0.39	0.46	0.31	0.75
34 OMOTIVE	0.91	0.90	0.42	0.47	0.57	0.63	0.67	0.53	0.29	0.28
35 PID	0.58	0.44	0.54	0.95	0.85	0.49	0.52	0.62	0.51	0.32
36 STYLEPS	0.34	0.28	0.30	0.55	0.47	0.29	0.37	0.40	0.90	0.33
37 STYLEPL	0.32	0.27	0.24	0.39	0.31	0.36	0.38	0.41	0.38	0.94
38 EVALPS	0.37	0.31	0.30	0.55	0.50	0.31	0.39	0.40	0.87	0.33
39 EVALPL	0.33	0.27	0.24	0.39	0.30	0.38	0.38	0.41	0.36	0.91
40 TASKPS	0.38	0.36	0.39	0.54	0.58	0.37	0.41	0.47	0.69	0.20
41 DEVPS	0.40	0.33	0.39	0.57	0.60	0.38	0.42	0.51	0.61	0.26
42 CID	0.51	0.51	0.48	0.64	0.66	0.53	0.53	0.69	0.37	0.44
43 TASKPL	0.37	0.40	0.33	0.41	0.39	0.47	0.43	0.52	0.35	0.76
44 DEVPL	0.38	0.37	0.35	0.48	0.42	0.39	0.44	0.53	0.41	0.70

Table H-5 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	11	12	13	14	15	16	17	18	19	20
11 CONSIDPS	1.00									
12 CONSIDPL	0.35	1.00								
13 LDRPS	0.86	0.34	1.00							
14 LDRPL	0.27	0.86	0.33	1.00						
15 MOTSUBPS	0.71	0.26	0.73	0.26	1.00					
16 TMDEVPS	0.72	0.37	0.72	0.36	0.85	1.00				
17 TEACHPS	0.68	0.34	0.75	0.31	0.85	0.84	1.00			
18 PLANPS	0.69	0.21	0.74	0.19	0.79	0.82	0.84	1.00		
19 COMPS	0.76	0.28	0.74	0.24	0.83	0.87	0.84	0.84	1.00	
20 SUPVPS	0.64	0.28	0.69	0.26	0.77	0.80	0.81	0.83	0.81	1.00
21 INITPS	0.64	0.25	0.73	0.24	0.78	0.80	0.77	0.86	0.79	0.80
22 CTCEXPER	0.27	0.25	0.35	0.26	0.28	0.31	0.32	0.35	0.28	0.36
23 TRANEFF	0.20	0.17	0.28	0.19	0.28	0.35	0.38	0.34	0.29	0.31
24 PLTEFF	0.36	0.36	0.41	0.36	0.38	0.48	0.43	0.41	0.42	0.45
25 LVBOND	0.31	0.45	0.37	0.45	0.34	0.43	0.44	0.38	0.43	0.42
26 CPRIDE	0.34	0.39	0.39	0.35	0.36	0.45	0.44	0.38	0.43	0.39
27 MOTSUBPL	0.38	0.77	0.41	0.76	0.40	0.52	0.46	0.40	0.44	0.45
28 TMDEVPL	0.38	0.81	0.39	0.76	0.40	0.56	0.46	0.41	0.43	0.43
29 TEACHPL	0.33	0.71	0.39	0.73	0.38	0.50	0.43	0.39	0.41	0.40
30 PLANPL	0.35	0.76	0.42	0.82	0.39	0.54	0.47	0.40	0.42	0.44
31 COMPL	0.31	0.73	0.39	0.76	0.36	0.52	0.44	0.35	0.42	0.40
32 SUPVPL	0.33	0.76	0.35	0.75	0.36	0.49	0.42	0.31	0.37	0.38
33 INITPL	0.30	0.77	0.32	0.80	0.32	0.46	0.41	0.33	0.36	0.34
34 OMOTIVE	0.34	0.34	0.40	0.32	0.40	0.41	0.47	0.37	0.41	0.39
35 PID	0.55	0.41	0.54	0.37	0.56	0.65	0.64	0.58	0.59	0.54
36 STYLEPS	0.95	0.37	0.89	0.31	0.71	0.73	0.71	0.71	0.76	0.68
37 STYLEPL	0.33	0.97	0.34	0.87	0.23	0.34	0.32	0.19	0.24	0.26
38 EVALPS	0.95	0.37	0.96	0.33	0.74	0.75	0.74	0.75	0.78	0.71
39 EVALPL	0.32	0.96	0.34	0.95	0.26	0.36	0.33	0.20	0.25	0.27
40 TASKPS	0.72	0.27	0.78	0.24	0.84	0.87	0.88	0.96	0.91	0.92
41 DEVPS	0.75	0.36	0.71	0.35	0.89	0.98	0.88	0.82	0.90	0.80
42 CID	0.34	0.46	0.40	0.45	0.37	0.47	0.48	0.41	0.46	0.44
43 TASKPL	0.31	0.77	0.38	0.82	0.37	0.53	0.44	0.36	0.41	0.41
44 DEVPL	0.38	0.76	0.43	0.77	0.42	0.54	0.46	0.42	0.45	0.44

Table H-5 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	21	22	23	24	25	26	27	28	29	30
21 INITPS	1.00									
22 CTCEXP	0.34	1.00								
23 TRANEFF	0.30	0.32	1.00							
24 PLTEFF	0.40	0.45	0.62	1.00						
25 LVBOND	0.37	0.42	0.35	0.49	1.00					
26 CPRIDE	0.36	0.42	0.38	0.49	0.66	1.00				
27 MOTSUBPL	0.42	0.34	0.27	0.45	0.52	0.42	1.00			
28 TMDEVPL	0.42	0.33	0.34	0.48	0.57	0.52	0.87	1.00		
29 TEACHPL	0.39	0.36	0.34	0.41	0.56	0.46	0.85	0.88	1.00	
30 PLANPL	0.43	0.44	0.37	0.50	0.54	0.44	0.86	0.86	0.87	1.00
31 COMPL	0.39	0.38	0.34	0.48	0.57	0.42	0.80	0.84	0.80	0.89
32 SUPVPL	0.34	0.39	0.31	0.44	0.51	0.43	0.78	0.82	0.75	0.88
33 INITPL	0.36	0.33	0.23	0.43	0.50	0.40	0.82	0.82	0.77	0.89
34 OMOTIVE	0.36	0.54	0.36	0.39	0.51	0.53	0.40	0.42	0.42	0.43
35 PID	0.56	0.36	0.37	0.51	0.63	0.70	0.47	0.55	0.50	0.46
36 STYLEPS	0.70	0.30	0.25	0.41	0.34	0.36	0.42	0.39	0.36	0.39
37 STYLEPL	0.24	0.27	0.19	0.38	0.47	0.39	0.77	0.79	0.72	0.80
38 EVALPS	0.73	0.33	0.27	0.42	0.36	0.38	0.43	0.40	0.39	0.41
39 EVALPL	0.25	0.27	0.20	0.38	0.48	0.38	0.79	0.80	0.75	0.83
40 TASKPS	0.92	0.36	0.35	0.45	0.43	0.42	0.46	0.45	0.42	0.45
41 DEVPS	0.78	0.29	0.31	0.44	0.41	0.43	0.50	0.53	0.48	0.50
42 CID	0.40	0.46	0.39	0.53	0.96	0.85	0.53	0.59	0.56	0.54
43 TASKPL	0.40	0.41	0.33	0.47	0.54	0.42	0.84	0.85	0.82	0.96
44 DEVPL	0.43	0.37	0.34	0.47	0.55	0.47	0.93	0.91	0.96	0.91
	31	32	33	34	35	36	37	38	39	40
31 COMPL	1.00									
32 SUPVPL	0.86	1.00								
33 INITPL	0.85	0.87	1.00							
34 OMOTIVE	0.42	0.37	0.37	1.00						
35 PID	0.47	0.39	0.43	0.56	1.00					
36 STYLEPS	0.34	0.34	0.33	0.34	0.57	1.00				
37 STYLEPL	0.74	0.79	0.79	0.33	0.40	0.37	1.00			
38 EVALPS	0.37	0.35	0.34	0.38	0.58	0.98	0.37	1.00		
39 EVALPL	0.77	0.80	0.82	0.34	0.40	0.36	0.98	0.36	1.00	
40 TASKPS	0.41	0.37	0.37	0.41	0.60	0.76	0.25	0.79	0.25	1.00
41 DEVPS	0.48	0.45	0.43	0.41	0.64	0.74	0.32	0.76	0.35	0.87
42 CID	0.56	0.52	0.50	0.56	0.71	0.38	0.48	0.40	0.48	0.46
43 TASKPL	0.95	0.93	0.94	0.43	0.44	0.35	0.81	0.37	0.83	0.42
44 DEVPL	0.81	0.79	0.81	0.42	0.51	0.42	0.77	0.43	0.79	0.46

Table H-5 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	41	42	43	44
41 DEVPS	1.00			
42 CID	0.45	1.00		
43 TASKPL	0.49	0.54	1.00	
44 DEVPL	0.51	0.56	0.85	1.00

Table H-6
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD LEADERS, INDIVIDUAL LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.59	1.00								
3 SMHBOND	0.37	0.27	1.00							
4 LHBOND	0.37	0.16	0.50	1.00						
5 PPRIDE	0.40	0.30	0.51	0.65	1.00					
6 ORGID	0.44	0.45	0.16	0.10	0.26	1.00				
7 JOBSAT	0.60	0.54	0.29	0.33	0.40	0.48	1.00			
8 COCLIM	0.43	0.36	0.40	0.46	0.39	0.23	0.50	1.00		
9 STRUCTPS	0.25	0.03	0.32	0.43	0.35	-0.03	0.11	0.31	1.00	
10 STRUCTPL	0.33	0.20	0.19	0.39	0.33	0.13	0.30	0.41	0.39	1.00
11 CONSIDPS	0.31	0.09	0.32	0.47	0.39	-0.04	0.18	0.35	0.83	0.43
12 CONSIDPL	0.27	0.15	0.21	0.38	0.31	0.16	0.25	0.38	0.32	0.85
13 LDRPS	0.25	0.07	0.29	0.43	0.35	-0.01	0.19	0.31	0.85	0.33
14 LDRPL	0.30	0.21	0.17	0.34	0.31	0.21	0.26	0.38	0.32	0.88
15 MOTSUBPS	0.26	0.14	0.36	0.44	0.40	0.02	0.19	0.36	0.78	0.34
16 TMDEVPS	0.28	0.15	0.47	0.55	0.47	0.01	0.18	0.41	0.76	0.36
17 TEACHPS	0.26	0.17	0.40	0.44	0.44	0.04	0.23	0.39	0.71	0.37
18 PLANPS	0.21	0.07	0.35	0.45	0.37	0.05	0.16	0.35	0.76	0.37
19 COMPS	0.22	0.09	0.28	0.44	0.35	0.04	0.15	0.35	0.76	0.37
20 SUPVPS	0.18	0.03	0.36	0.39	0.34	0.07	0.13	0.31	0.74	0.38
21 INITPS	0.22	0.04	0.38	0.39	0.33	0.06	0.15	0.26	0.75	0.34
22 CYCEXPER	0.44	0.61	0.22	0.24	0.28	0.34	0.51	0.34	0.09	0.23
23 TRANEFF	0.16	0.16	0.39	0.29	0.18	0.01	0.27	0.34	0.16	0.29
24 PLTEFF	0.45	0.38	0.52	0.47	0.51	0.24	0.46	0.48	0.36	0.38
25 LVBOND	0.32	0.27	0.38	0.51	0.44	0.22	0.46	0.69	0.23	0.41
26 CPRIDE	0.37	0.33	0.39	0.54	0.62	0.31	0.48	0.61	0.22	0.39
27 MOTSUBPL	0.30	0.18	0.23	0.42	0.43	0.20	0.26	0.39	0.35	0.78
28 TMDEVPL	0.26	0.19	0.31	0.45	0.43	0.17	0.28	0.43	0.33	0.81
29 TEACHPL	0.24	0.18	0.27	0.44	0.36	0.11	0.24	0.47	0.39	0.76
30 PLANPL	0.27	0.20	0.28	0.40	0.39	0.18	0.26	0.44	0.31	0.82
31 COMPL	0.29	0.21	0.23	0.38	0.38	0.21	0.33	0.42	0.33	0.81
32 SUPVPL	0.25	0.14	0.25	0.41	0.36	0.15	0.29	0.36	0.28	0.74
33 INITPL	0.25	0.18	0.24	0.30	0.34	0.15	0.26	0.35	0.25	0.81
34 OMOTIVE	0.88	0.90	0.36	0.30	0.39	0.50	0.64	0.44	0.15	0.29
35 PID	0.41	0.24	0.55	0.94	0.87	0.17	0.39	0.47	0.44	0.39
36 STYLEPS	0.31	0.08	0.34	0.48	0.40	-0.04	0.17	0.36	0.94	0.45
37 STYLEPL	0.32	0.18	0.22	0.40	0.33	0.16	0.29	0.41	0.37	0.95
38 EVALPS	0.28	0.08	0.33	0.49	0.39	-0.02	0.18	0.35	0.93	0.40
39 EVALPL	0.32	0.21	0.21	0.39	0.33	0.18	0.28	0.41	0.36	0.95
40 TASKPS	0.21	0.05	0.35	0.43	0.36	0.06	0.15	0.33	0.79	0.39
41 DEVPS	0.26	0.14	0.45	0.53	0.46	0.00	0.18	0.41	0.76	0.37
42 CID	0.36	0.31	0.41	0.55	0.53	0.26	0.50	0.70	0.23	0.43
43 TASKPL	0.29	0.19	0.27	0.39	0.40	0.20	0.31	0.41	0.32	0.84
44 DEVPL	0.26	0.20	0.27	0.45	0.39	0.11	0.25	0.47	0.38	0.79

Table H-6 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	11	12	13	14	15	16	17	18	19	20
11 CONSIDPS	1.00									
12 CONSIDPL	0.36	1.00								
13 LDRPS	0.85	0.28	1.00							
14 LDRPL	0.37	0.83	0.27	1.00						
15 MOTSUBPS	0.76	0.29	0.78	0.28	1.00					
16 TMDEVPS	0.76	0.30	0.73	0.29	0.88	1.00				
17 TEACHPS	0.66	0.30	0.71	0.32	0.89	0.85	1.00			
18 PLANPS	0.74	0.33	0.78	0.32	0.88	0.84	0.84	1.00		
19 COMPS	0.77	0.29	0.80	0.29	0.88	0.85	0.82	0.90	1.00	
20 SUPVPS	0.67	0.35	0.72	0.32	0.81	0.81	0.77	0.83	0.84	1.00
21 INITPS	0.71	0.27	0.80	0.29	0.82	0.81	0.76	0.87	0.84	0.85
22 CTCEXP	0.12	0.21	0.15	0.21	0.19	0.19	0.20	0.04	0.11	0.07
23 TRANEFF	0.15	0.22	0.12	0.21	0.15	0.25	0.29	0.25	0.20	0.15
24 PLTEFF	0.34	0.27	0.31	0.27	0.39	0.43	0.45	0.39	0.35	0.34
25 LVBOND	0.25	0.39	0.26	0.38	0.25	0.31	0.32	0.25	0.23	0.20
26 CPRIDE	0.26	0.36	0.23	0.35	0.29	0.31	0.32	0.27	0.26	0.22
27 MOTSUBPL	0.38	0.73	0.29	0.82	0.40	0.39	0.41	0.41	0.38	0.41
28 TMDEVPL	0.37	0.77	0.30	0.81	0.38	0.42	0.42	0.41	0.39	0.42
29 TEACHPL	0.41	0.71	0.33	0.77	0.45	0.43	0.44	0.42	0.43	0.44
30 PLANPL	0.37	0.77	0.26	0.82	0.35	0.38	0.37	0.39	0.40	0.44
31 COMPL	0.38	0.73	0.29	0.77	0.43	0.41	0.42	0.43	0.42	0.42
32 SUPVPL	0.35	0.70	0.21	0.72	0.31	0.32	0.34	0.32	0.36	0.38
33 INITPL	0.35	0.74	0.20	0.77	0.29	0.32	0.31	0.34	0.32	0.35
34 OMOTIVE	0.22	0.23	0.18	0.29	0.22	0.23	0.24	0.15	0.17	0.12
35 PID	0.48	0.39	0.44	0.35	0.46	0.56	0.48	0.45	0.44	0.40
36 STYLEPS	0.97	0.37	0.88	0.38	0.80	0.79	0.72	0.78	0.80	0.73
37 STYLEPL	0.41	0.97	0.32	0.89	0.33	0.34	0.35	0.37	0.34	0.38
38 EVALPS	0.95	0.34	0.96	0.34	0.81	0.79	0.73	0.80	0.81	0.74
39 EVALPL	0.41	0.95	0.31	0.96	0.32	0.33	0.35	0.36	0.33	0.37
40 TASKPS	0.75	0.34	0.81	0.33	0.90	0.87	0.85	0.97	0.94	0.93
41 DEVPS	0.77	0.30	0.76	0.29	0.92	0.98	0.89	0.86	0.89	0.82
42 CID	0.27	0.41	0.26	0.39	0.28	0.33	0.34	0.27	0.25	0.22
43 TASKPL	0.39	0.76	0.27	0.81	0.37	0.38	0.38	0.40	0.40	0.44
44 DEVPL	0.42	0.75	0.32	0.82	0.43	0.42	0.43	0.43	0.42	0.44

Table H-6 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	21	22	23	24	25	26	27	28	29	30
21 INITPS	1.00									
22 CTCEXPER	0.06	1.00								
23 TRANEFF	0.16	0.21	1.00							
24 PLTEFF	0.36	0.33	0.52	1.00						
25 LVBOND	0.22	0.45	0.32	0.42	1.00					
26 CPRIDE	0.21	0.41	0.33	0.54	0.74	1.00				
27 MOTSUBPL	0.36	0.18	0.22	0.32	0.38	0.44	1.00			
28 TMDEVPL	0.38	0.22	0.35	0.42	0.42	0.42	0.88	1.00		
29 TEACHPL	0.36	0.25	0.22	0.37	0.46	0.40	0.79	0.86	1.00	
30 PLANPL	0.35	0.22	0.23	0.35	0.44	0.43	0.85	0.87	0.86	1.00
31 COMPL	0.38	0.30	0.28	0.38	0.45	0.43	0.83	0.85	0.79	0.86
32 SUPVPL	0.27	0.19	0.23	0.34	0.42	0.37	0.78	0.83	0.77	0.84
33 INITPL	0.32	0.22	0.30	0.37	0.38	0.36	0.77	0.83	0.73	0.87
34 OMOTIVE	0.14	0.59	0.18	0.46	0.33	0.39	0.26	0.25	0.23	0.26
35 PID	0.40	0.28	0.25	0.52	0.53	0.63	0.47	0.48	0.45	0.43
36 STYLEPS	0.76	0.12	0.17	0.38	0.25	0.27	0.39	0.38	0.43	0.36
37 STYLEPL	0.33	0.23	0.27	0.34	0.42	0.39	0.78	0.82	0.76	0.82
38 EVALPS	0.79	0.14	0.16	0.36	0.27	0.26	0.35	0.35	0.39	0.33
39 EVALPL	0.32	0.23	0.26	0.33	0.41	0.38	0.82	0.84	0.78	0.85
40 TASKPS	0.93	0.05	0.20	0.38	0.23	0.25	0.42	0.43	0.43	0.42
41 DEVPS	0.82	0.20	0.25	0.43	0.31	0.31	0.41	0.43	0.44	0.39
42 CID	0.23	0.47	0.34	0.48	0.97	0.88	0.43	0.44	0.46	0.46
43 TASKPL	0.36	0.26	0.27	0.38	0.44	0.43	0.85	0.87	0.82	0.95
44 DEVPL	0.36	0.23	0.23	0.35	0.44	0.43	0.90	0.92	0.96	0.92
	31	32	33	34	35	36	37	38	39	40
31 COMPL	1.00									
32 SUPVPL	0.81	1.00								
33 INITPL	0.86	0.82	1.00							
34 OMOTIVE	0.28	0.22	0.24	1.00						
35 PID	0.42	0.44	0.35	0.36	1.00					
36 STYLEPS	0.38	0.34	0.32	0.22	0.49	1.00				
37 STYLEPL	0.79	0.75	0.80	0.28	0.41	0.42	1.00			
38 EVALPS	0.35	0.29	0.28	0.20	0.49	0.98	0.38	1.00		
39 EVALPL	0.81	0.77	0.81	0.29	0.40	0.42	0.98	0.38	1.00	
40 TASKPS	0.45	0.36	0.35	0.14	0.44	0.80	0.39	0.82	0.37	1.00
41 DEVPS	0.44	0.35	0.33	0.22	0.55	0.80	0.35	0.80	0.34	0.89
42 CID	0.47	0.43	0.40	0.38	0.60	0.28	0.43	0.29	0.43	0.25
43 TASKPL	0.94	0.90	0.93	0.27	0.43	0.38	0.82	0.34	0.84	0.43
44 DEVPL	0.82	0.81	0.79	0.26	0.47	0.43	0.80	0.39	0.83	0.44

Table H-6 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD LEADERS, INDIVIDUAL LEVEL

	41	42	43	44
41 DEVPS	1.00			
42 CID	0.33	1.00		
43 TASKPL	0.40	0.47	1.00	
44 DEVPL	0.44	0.46	0.86	1.00

Table H-7
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
SQUAD LEADERS, PLATOON LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.79	1.00								
3 SMHBOND	0.34	0.34	1.00							
4 LHBOND	0.52	0.44	0.53	1.00						
5 PPRIDE	0.66	0.59	0.36	0.72	1.00					
6 ORGID	0.73	0.78	0.35	0.48	0.60	1.00				
7 JOBSAT	0.82	0.73	0.29	0.51	0.68	0.71	1.00			
8 COCLIM	0.56	0.54	0.48	0.54	0.64	0.55	0.61	1.00		
9 STRUCTPS	0.36	0.22	0.45	0.57	0.57	0.30	0.43	0.41	1.00	
10 STRUCTPL	0.24	0.29	0.32	0.44	0.41	0.45	0.27	0.49	0.42	1.00
11 CONSIDPS	0.51	0.36	0.32	0.51	0.61	0.35	0.62	0.46	0.79	0.28
12 CONSIDPL	0.36	0.30	0.42	0.57	0.53	0.41	0.34	0.60	0.34	0.74
13 LDRPS	0.56	0.42	0.29	0.52	0.64	0.42	0.60	0.42	0.78	0.37
14 LDRPL	0.30	0.28	0.32	0.45	0.47	0.50	0.33	0.53	0.34	0.87
15 MOTSUBPS	0.55	0.42	0.45	0.53	0.66	0.44	0.57	0.54	0.65	0.32
16 TMDEVPS	0.54	0.42	0.46	0.70	0.72	0.45	0.57	0.56	0.74	0.41
17 TEACHPS	0.61	0.45	0.42	0.65	0.74	0.47	0.63	0.58	0.72	0.35
18 PLANPS	0.41	0.30	0.42	0.60	0.58	0.32	0.41	0.36	0.72	0.28
19 COMPS	0.53	0.41	0.44	0.60	0.63	0.37	0.58	0.46	0.71	0.32
20 SUPVPS	0.47	0.35	0.38	0.55	0.59	0.36	0.43	0.48	0.66	0.33
21 INITPS	0.37	0.26	0.50	0.56	0.48	0.31	0.35	0.36	0.69	0.23
22 CTCEXP	0.44	0.66	0.34	0.32	0.49	0.65	0.47	0.48	0.28	0.37
23 TRANEFF	0.39	0.49	0.49	0.22	0.30	0.48	0.37	0.47	0.23	0.24
24 PLTEFF	0.46	0.47	0.61	0.52	0.50	0.48	0.47	0.59	0.51	0.38
25 LVBOND	0.42	0.49	0.49	0.72	0.66	0.57	0.49	0.68	0.52	0.62
26 CPRIDE	0.59	0.61	0.45	0.70	0.74	0.64	0.60	0.71	0.39	0.50
27 MOTSUBPL	0.32	0.33	0.37	0.49	0.53	0.43	0.32	0.65	0.43	0.79
28 TMDEVPL	0.38	0.38	0.44	0.57	0.54	0.50	0.40	0.68	0.39	0.72
29 TEACHPL	0.33	0.38	0.42	0.55	0.54	0.50	0.36	0.65	0.36	0.78
30 PLANPL	0.37	0.42	0.38	0.51	0.52	0.57	0.39	0.60	0.45	0.83
31 COMPL	0.45	0.45	0.41	0.53	0.53	0.61	0.46	0.64	0.40	0.66
32 SUPVPL	0.42	0.39	0.39	0.49	0.54	0.49	0.38	0.66	0.39	0.69
33 INITPL	0.45	0.48	0.42	0.58	0.52	0.58	0.44	0.66	0.39	0.77
34 OMOTIVE	0.96	0.93	0.36	0.51	0.67	0.80	0.82	0.58	0.31	0.28
35 PID	0.61	0.53	0.50	0.96	0.89	0.56	0.61	0.62	0.61	0.47
36 STYLEPS	0.48	0.33	0.39	0.55	0.62	0.35	0.58	0.46	0.91	0.34
37 STYLEPL	0.31	0.31	0.37	0.54	0.50	0.45	0.31	0.59	0.42	0.92
38 EVALPS	0.52	0.38	0.37	0.56	0.64	0.39	0.61	0.45	0.88	0.35
39 EVALPL	0.30	0.30	0.35	0.50	0.49	0.47	0.31	0.58	0.40	0.92
40 TASKPS	0.47	0.36	0.45	0.62	0.62	0.37	0.46	0.45	0.74	0.32
41 DEVPS	0.54	0.39	0.45	0.70	0.70	0.42	0.60	0.55	0.73	0.42
42 CID	0.51	0.56	0.50	0.74	0.72	0.62	0.55	0.73	0.49	0.60
43 TASKPL	0.45	0.46	0.43	0.53	0.53	0.59	0.44	0.65	0.42	0.77
44 DEVPL	0.31	0.36	0.42	0.53	0.53	0.48	0.35	0.64	0.41	0.81

Table H-7 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, PLATOON LEVEL

	11	12	13	14	15	16	17	18	19	20
11 CONSIDPS	1.00									
12 CONSIDPL	0.36	1.00								
13 LDRPS	0.92	0.35	1.00							
14 LDRPL	0.28	0.84	0.33	1.00						
15 MOTSUBPS	0.82	0.44	0.79	0.33	1.00					
16 TMDEVPS	0.84	0.47	0.79	0.42	0.85	1.00				
17 TEACHPS	0.84	0.46	0.84	0.33	0.87	0.86	1.00			
18 PLANPS	0.82	0.33	0.85	0.22	0.83	0.85	0.86	1.00		
19 COMPS	0.86	0.39	0.83	0.30	0.87	0.90	0.86	0.88	1.00	
20 SUPVPS	0.78	0.43	0.76	0.29	0.83	0.84	0.84	0.87	0.83	1.00
21 INITPS	0.76	0.29	0.79	0.17	0.83	0.79	0.76	0.90	0.80	0.82
22 CTCEXPER	0.36	0.40	0.42	0.44	0.47	0.41	0.38	0.34	0.32	0.47
23 TRANEFF	0.28	0.28	0.33	0.32	0.26	0.29	0.29	0.17	0.24	0.23
24 PLTEFF	0.49	0.49	0.50	0.45	0.43	0.52	0.46	0.41	0.40	0.51
25 LVBOND	0.37	0.56	0.45	0.58	0.38	0.53	0.42	0.42	0.42	0.42
26 CPRIDE	0.40	0.49	0.40	0.47	0.45	0.55	0.50	0.39	0.44	0.47
27 MOTSUBPL	0.40	0.84	0.45	0.81	0.44	0.56	0.49	0.44	0.50	0.52
28 TMDEVPL	0.47	0.87	0.47	0.77	0.48	0.56	0.48	0.39	0.43	0.47
29 TEACHPL	0.34	0.83	0.39	0.86	0.44	0.53	0.45	0.34	0.40	0.44
30 PLANPL	0.47	0.74	0.53	0.83	0.51	0.62	0.49	0.42	0.50	0.49
31 COMPL	0.41	0.71	0.45	0.75	0.42	0.59	0.48	0.34	0.47	0.40
32 SUPVPL	0.50	0.77	0.51	0.73	0.53	0.63	0.54	0.41	0.50	0.55
33 INITPL	0.37	0.77	0.40	0.83	0.45	0.60	0.46	0.34	0.46	0.43
34 OMOTIVE	0.47	0.35	0.52	0.31	0.52	0.52	0.57	0.38	0.51	0.45
35 PID	0.59	0.60	0.61	0.49	0.62	0.76	0.73	0.64	0.66	0.61
36 STYLEPS	0.97	0.36	0.91	0.31	0.80	0.83	0.83	0.81	0.84	0.76
37 STYLEPL	0.37	0.92	0.42	0.89	0.44	0.47	0.46	0.37	0.40	0.43
38 EVALPS	0.97	0.37	0.96	0.32	0.81	0.84	0.85	0.85	0.86	0.78
39 EVALPL	0.35	0.89	0.41	0.94	0.42	0.46	0.42	0.34	0.38	0.40
40 TASKPS	0.84	0.39	0.86	0.26	0.88	0.89	0.89	0.98	0.92	0.93
41 DEVPS	0.86	0.49	0.80	0.42	0.90	0.98	0.90	0.84	0.93	0.85
42 CID	0.40	0.56	0.45	0.57	0.42	0.56	0.47	0.43	0.45	0.45
43 TASKPL	0.42	0.75	0.47	0.82	0.47	0.62	0.49	0.38	0.50	0.47
44 DEVPL	0.40	0.83	0.45	0.86	0.47	0.57	0.48	0.40	0.47	0.48

Table H-7 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, PLATOON LEVEL

	21	22	23	24	25	26	27	28	29	30
21 INITPS	1.00									
22 CTCEXPER	0.40	1.00								
23 TRANEFF	0.16	0.45	1.00							
24 PLTEFF	0.42	0.58	0.77	1.00						
25 LVBOND	0.38	0.51	0.41	0.58	1.00					
26 CPRIDE	0.38	0.56	0.40	0.55	0.80	1.00				
27 MOTSUBPL	0.36	0.43	0.37	0.50	0.63	0.57	1.00			
28 TMDEVPL	0.37	0.50	0.46	0.61	0.63	0.58	0.89	1.00		
29 TEACHPL	0.31	0.54	0.46	0.56	0.67	0.60	0.89	0.89	1.00	
30 PLANPL	0.39	0.57	0.52	0.58	0.66	0.58	0.89	0.88	0.91	1.00
31 COMPL	0.30	0.50	0.57	0.63	0.64	0.56	0.82	0.84	0.83	0.88
32 SUPVPL	0.39	0.50	0.53	0.62	0.60	0.59	0.85	0.87	0.82	0.90
33 INITPL	0.31	0.50	0.44	0.57	0.66	0.60	0.87	0.84	0.91	0.92
34 OMOTIVE	0.35	0.57	0.46	0.49	0.48	0.63	0.34	0.40	0.37	0.42
35 PID	0.57	0.42	0.28	0.55	0.75	0.76	0.55	0.60	0.59	0.55
36 STYLEPS	0.76	0.35	0.28	0.52	0.44	0.41	0.43	0.45	0.36	0.48
37 STYLEPL	0.32	0.42	0.27	0.45	0.63	0.52	0.88	0.87	0.86	0.86
38 EVALPS	0.79	0.38	0.30	0.52	0.45	0.41	0.44	0.46	0.37	0.49
39 EVALPL	0.29	0.44	0.29	0.44	0.62	0.50	0.88	0.86	0.87	0.87
40 TASKPS	0.93	0.40	0.21	0.46	0.45	0.44	0.49	0.44	0.40	0.48
41 DEVPS	0.78	0.37	0.24	0.47	0.49	0.52	0.57	0.55	0.53	0.61
42 CID	0.40	0.55	0.43	0.60	0.98	0.92	0.64	0.64	0.68	0.66
43 TASKPL	0.34	0.53	0.54	0.62	0.67	0.60	0.88	0.86	0.89	0.95
44 DEVPL	0.36	0.52	0.44	0.55	0.66	0.60	0.94	0.92	0.97	0.94
	31	32	33	34	35	36	37	38	39	40
31 COMPL	1.00									
32 SUPVPL	0.86	1.00								
33 INITPL	0.88	0.86	1.00							
34 OMOTIVE	0.48	0.44	0.49	1.00						
35 PID	0.57	0.55	0.59	0.61	1.00					
36 STYLEPS	0.42	0.48	0.39	0.44	0.62	1.00				
37 STYLEPL	0.72	0.79	0.80	0.33	0.57	0.40	1.00			
38 EVALPS	0.44	0.49	0.40	0.48	0.63	0.99	0.40	1.00		
39 EVALPL	0.73	0.78	0.81	0.32	0.54	0.38	0.99	0.39	1.00	
40 TASKPS	0.40	0.49	0.41	0.45	0.66	0.84	0.42	0.87	0.39	1.00
41 DEVPS	0.57	0.62	0.58	0.50	0.75	0.84	0.49	0.85	0.48	0.89
42 CID	0.64	0.63	0.67	0.56	0.79	0.45	0.61	0.46	0.61	0.47
43 TASKPL	0.95	0.91	0.96	0.48	0.58	0.44	0.80	0.46	0.81	0.44
44 DEVPL	0.83	0.86	0.92	0.35	0.58	0.42	0.89	0.43	0.90	0.46

Table H-7 cont.

INTER-SCALE CORRELATIONS

BASELINE QUESTIONNAIRE

SQUAD LEADERS, PLATOON LEVEL

	41	42	43	44
41 DEVPS	1.00			
42 CID	0.52	1.00		
43 TASKPL	0.60	0.67	1.00	
44 DEVPL	0.58	0.67	0.90	1.00

Table H-8
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD LEADERS, PLATOON LEVEL

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.54	1.00								
3 SMHBOND	0.39	0.28	1.00							
4 LHBOND	0.48	0.14	0.54	1.00						
5 PPRIDE	0.53	0.31	0.58	0.73	1.00					
6 ORGID	0.44	0.39	0.00	-0.01	0.23	1.00				
7 JOBSAT	0.80	0.66	0.35	0.40	0.54	0.57	1.00			
8 COCLIM	0.55	0.41	0.46	0.41	0.56	0.34	0.64	1.00		
9 STRUCTPS	0.17	0.02	0.40	0.44	0.35	-0.18	0.07	0.26	1.00	
10 STRUCTPL	0.47	0.24	0.24	0.50	0.43	0.23	0.39	0.44	0.37	1.00
11 CONSIDPS	0.26	-0.03	0.39	0.55	0.42	-0.16	0.08	0.26	0.86	0.42
12 CONSIDPL	0.35	0.16	0.19	0.45	0.38	0.21	0.28	0.40	0.29	0.83
13 LDRPS	0.19	-0.04	0.35	0.45	0.39	-0.11	0.07	0.19	0.86	0.25
14 LDRPL	0.34	0.19	0.22	0.40	0.34	0.27	0.31	0.43	0.23	0.91
15 MOTSUBPS	0.30	0.15	0.46	0.52	0.45	-0.02	0.26	0.34	0.81	0.40
16 TMDEVPS	0.18	0.16	0.52	0.56	0.47	-0.17	0.17	0.35	0.81	0.36
17 TEACHPS	0.32	0.18	0.47	0.52	0.44	-0.05	0.29	0.36	0.79	0.45
18 PLANPS	0.28	0.08	0.45	0.54	0.41	-0.03	0.17	0.24	0.76	0.39
19 COMPS	0.26	0.06	0.37	0.55	0.43	-0.03	0.15	0.24	0.78	0.39
20 SUPVPS	0.17	0.09	0.48	0.45	0.41	-0.06	0.20	0.35	0.79	0.36
21 INITPS	0.22	0.05	0.47	0.50	0.42	0.00	0.16	0.24	0.79	0.38
22 CTCEXPER	0.50	0.66	0.25	0.25	0.43	0.30	0.54	0.38	0.09	0.35
23 TRANEFF	0.29	0.06	0.47	0.51	0.28	-0.10	0.17	0.28	0.34	0.38
24 PLTEFF	0.57	0.42	0.62	0.58	0.61	0.19	0.52	0.53	0.38	0.43
25 LVBOND	0.52	0.39	0.38	0.54	0.59	0.39	0.61	0.72	0.27	0.57
26 CPRIDE	0.56	0.44	0.47	0.55	0.70	0.40	0.62	0.74	0.24	0.45
27 MOTSUBPL	0.37	0.22	0.26	0.47	0.44	0.21	0.31	0.45	0.34	0.85
28 TMDEVPL	0.40	0.22	0.33	0.54	0.47	0.17	0.36	0.51	0.28	0.87
29 TEACHPL	0.35	0.17	0.33	0.45	0.45	0.15	0.33	0.52	0.35	0.84
30 PLANPL	0.31	0.26	0.31	0.39	0.42	0.19	0.33	0.51	0.23	0.88
31 COMPL	0.37	0.19	0.30	0.46	0.46	0.30	0.38	0.52	0.24	0.88
32 SUPVPL	0.32	0.18	0.20	0.40	0.35	0.16	0.32	0.39	0.21	0.86
33 INITPL	0.33	0.19	0.31	0.39	0.40	0.20	0.31	0.38	0.14	0.86
34 OMOTIVE	0.85	0.90	0.38	0.34	0.47	0.47	0.83	0.54	0.10	0.39
35 PID	0.53	0.23	0.59	0.95	0.90	0.08	0.48	0.50	0.44	0.51
36 STYLEPS	0.26	0.01	0.42	0.53	0.41	-0.17	0.10	0.30	0.95	0.43
37 STYLEPL	0.42	0.20	0.23	0.49	0.42	0.23	0.34	0.42	0.33	0.96
38 EVALPS	0.24	-0.01	0.40	0.51	0.42	-0.15	0.09	0.26	0.94	0.37
39 EVALPL	0.39	0.21	0.23	0.47	0.39	0.26	0.33	0.44	0.28	0.96
40 TASKPS	0.24	0.07	0.45	0.54	0.43	-0.03	0.18	0.27	0.81	0.41
41 DEVPS	0.21	0.14	0.50	0.56	0.45	-0.15	0.18	0.33	0.79	0.38
42 CID	0.55	0.42	0.43	0.56	0.65	0.41	0.63	0.75	0.27	0.55
43 TASKPL	0.33	0.21	0.30	0.42	0.44	0.23	0.35	0.47	0.21	0.89
44 DEVPL	0.36	0.21	0.30	0.48	0.44	0.12	0.32	0.51	0.35	0.88

Table H-8 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD LEADERS, PLATOON LEVEL

	11	12	13	14	15	16	17	18	19	20
11 CONSIDPS	1.00									
12 CONSIDPL	0.31	1.00								
13 LDRPS	0.85	0.20	1.00							
14 LDRPL	0.27	0.75	0.13	1.00						
15 MOTSUBPS	0.80	0.30	0.79	0.25	1.00					
16 TMDEVPS	0.79	0.27	0.75	0.22	0.90	1.00				
17 TEACHPS	0.73	0.31	0.73	0.28	0.93	0.89	1.00			
18 PLANPS	0.78	0.29	0.83	0.25	0.92	0.85	0.89	1.00		
19 COMPS	0.84	0.26	0.86	0.23	0.92	0.86	0.88	0.94	1.00	
20 SUPVPS	0.71	0.30	0.79	0.27	0.86	0.88	0.86	0.84	0.83	1.00
21 INITPS	0.76	0.26	0.86	0.29	0.86	0.85	0.83	0.92	0.89	0.90
22 CTCEXP	0.07	0.29	0.02	0.26	0.12	0.04	0.16	0.00	0.03	0.00
23 TRANEFF	0.36	0.30	0.25	0.30	0.27	0.32	0.37	0.39	0.31	0.24
24 PLTEFF	0.40	0.30	0.32	0.34	0.46	0.46	0.49	0.46	0.41	0.39
25 LVBOND	0.27	0.50	0.19	0.52	0.25	0.23	0.29	0.22	0.22	0.26
26 CPRIDE	0.26	0.41	0.23	0.37	0.29	0.30	0.30	0.25	0.27	0.28
27 MOTSUBPL	0.37	0.71	0.24	0.86	0.40	0.39	0.42	0.38	0.36	0.35
28 TMDEVPL	0.32	0.74	0.16	0.85	0.36	0.38	0.42	0.36	0.32	0.35
29 TEACHPL	0.40	0.74	0.25	0.82	0.45	0.42	0.49	0.43	0.38	0.42
30 PLANPL	0.26	0.75	0.12	0.85	0.36	0.36	0.40	0.32	0.31	0.37
31 COMPL	0.32	0.76	0.18	0.86	0.38	0.35	0.40	0.38	0.34	0.36
32 SUPVPL	0.28	0.72	0.10	0.83	0.32	0.28	0.33	0.28	0.27	0.29
33 INITPL	0.23	0.72	0.04	0.83	0.29	0.25	0.31	0.28	0.25	0.24
34 OMOTIVE	0.12	0.28	0.07	0.30	0.25	0.19	0.28	0.20	0.17	0.15
35 PID	0.54	0.46	0.47	0.41	0.53	0.57	0.52	0.53	0.54	0.47
36 STYLEPS	0.97	0.32	0.88	0.28	0.85	0.83	0.80	0.81	0.85	0.77
37 STYLEPL	0.37	0.95	0.23	0.90	0.35	0.31	0.38	0.34	0.32	0.34
38 EVALPS	0.95	0.28	0.96	0.23	0.84	0.82	0.78	0.84	0.87	0.80
39 EVALPL	0.32	0.89	0.17	0.96	0.30	0.27	0.33	0.30	0.28	0.31
40 TASKPS	0.80	0.30	0.86	0.28	0.93	0.89	0.91	0.98	0.95	0.92
41 DEVPS	0.81	0.26	0.75	0.23	0.93	0.98	0.92	0.89	0.91	0.87
42 CID	0.28	0.49	0.21	0.48	0.28	0.26	0.30	0.24	0.24	0.27
43 TASKPL	0.28	0.73	0.13	0.87	0.34	0.32	0.37	0.33	0.31	0.33
44 DEVPL	0.40	0.78	0.23	0.86	0.43	0.42	0.45	0.40	0.36	0.38

Table H-8 cont.

INTER-SCALE CORRELATIONS

PRE QUESTIONNAIRE

SQUAD LEADERS, PLATOON LEVEL

	21	22	23	24	25	26	27	28	29	30
21 INITPS	1.00									
22 CTCEXP	-0.04	1.00								
23 TRANEFF	0.29	0.14	1.00							
24 PLTEFF	0.40	0.45	0.68	1.00						
25 LVBOND	0.24	0.58	0.41	0.56	1.00					
26 CPRIDE	0.26	0.51	0.38	0.63	0.86	1.00				
27 MOTSUBPL	0.38	0.21	0.29	0.37	0.47	0.45	1.00			
28 TMDEVPL	0.35	0.28	0.48	0.54	0.59	0.49	0.90	1.00		
29 TEACHPL	0.41	0.23	0.32	0.43	0.53	0.44	0.87	0.92	1.00	
30 PLANPL	0.33	0.32	0.31	0.39	0.59	0.50	0.88	0.89	0.89	1.00
31 COMPL	0.37	0.32	0.34	0.42	0.63	0.53	0.84	0.89	0.86	0.91
32 SUPVPL	0.26	0.31	0.35	0.35	0.56	0.42	0.82	0.88	0.86	0.89
33 INITPL	0.27	0.33	0.40	0.41	0.54	0.43	0.79	0.86	0.92	0.92
34 OMOTIVE	0.15	0.67	0.19	0.55	0.51	0.56	0.32	0.35	0.29	0.33
35 PID	0.50	0.35	0.45	0.63	0.60	0.66	0.51	0.56	0.49	0.45
36 STYLEPS	0.80	0.09	0.37	0.43	0.29	0.28	0.38	0.33	0.41	0.27
37 STYLEPL	0.34	0.33	0.34	0.38	0.55	0.43	0.83	0.85	0.84	0.86
38 EVALPS	0.85	0.06	0.32	0.39	0.26	0.27	0.33	0.27	0.35	0.22
39 EVALPL	0.31	0.32	0.35	0.38	0.57	0.42	0.86	0.87	0.85	0.88
40 TASKPS	0.96	0.01	0.34	0.44	0.25	0.27	0.39	0.38	0.44	0.35
41 DEVPS	0.85	0.05	0.33	0.45	0.22	0.28	0.40	0.38	0.44	0.37
42 CID	0.25	0.58	0.41	0.60	0.98	0.94	0.47	0.57	0.52	0.57
43 TASKPL	0.33	0.33	0.34	0.40	0.60	0.49	0.86	0.89	0.87	0.96
44 DEVPL	0.38	0.24	0.32	0.40	0.53	0.46	0.95	0.94	0.96	0.92
	31	32	33	34	35	36	37	38	39	40
31 COMPL	1.00									
32 SUPVPL	0.88	1.00								
33 INITPL	0.90	0.90	1.00							
34 OMOTIVE	0.32	0.28	0.29	1.00						
35 PID	0.50	0.42	0.43	0.42	1.00					
36 STYLEPS	0.31	0.27	0.20	0.14	0.52	1.00				
37 STYLEPL	0.87	0.83	0.84	0.34	0.51	0.38	1.00			
38 EVALPS	0.27	0.21	0.15	0.12	0.52	0.98	0.33	1.00		
39 EVALPL	0.88	0.85	0.86	0.33	0.48	0.33	0.98	0.28	1.00	
40 TASKPS	0.39	0.30	0.29	0.17	0.54	0.84	0.36	0.87	0.32	1.00
41 DEVPS	0.36	0.30	0.27	0.20	0.56	0.83	0.32	0.82	0.27	0.91
42 CID	0.61	0.53	0.52	0.55	0.64	0.29	0.53	0.27	0.53	0.26
43 TASKPL	0.96	0.94	0.97	0.30	0.47	0.27	0.86	0.22	0.89	0.35
44 DEVPL	0.87	0.88	0.83	0.32	0.51	0.41	0.87	0.35	0.89	0.41

Table H-8 cont.

INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
SQUAD LEADERS, PLATOON LEVEL

	41	42	43	44
41 DEVPS	1.00			
42 CID	0.25	1.00		
43 TASKPL	0.34	0.58	1.00	
44 DEVPL	0.42	0.52	0.88	1.00

Table H-9
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON SERGEANTS

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.47	1.00								
3 SMHBOND	0.11	0.19	1.00							
4 LHBOND	0.17	0.05	0.52	1.00						
5 PPRIDE	0.14	0.14	0.56	0.48	1.00					
6 ORGID	0.54	0.48	0.11	0.15	0.27	1.00				
7 JOBSAT	0.60	0.54	0.01	0.02	0.03	0.43	1.00			
8 STRUCTPL	0.31	0.04	0.02	0.04	-0.10	0.35	0.47	1.00		
9 CONSIDPL	0.32	0.07	-0.02	0.19	0.00	0.39	0.34	0.77	1.00	
10 LDRPL	0.37	0.18	-0.08	0.12	-0.01	0.51	0.53	0.82	0.78	1.00
11 CTCEXP	0.37	0.57	0.09	-0.10	0.05	0.52	0.47	0.05	0.08	0.03
12 TRANEFF	-0.07	0.12	0.64	0.18	0.33	-0.08	-0.02	-0.03	-0.19	-0.09
13 PLTEFF	0.08	0.18	0.51	0.26	0.35	0.26	0.03	-0.08	0.00	-0.12
14 LVBOND	0.32	0.18	0.27	0.36	0.24	0.40	0.29	0.35	0.41	0.45
15 CPRIDE	0.43	0.21	0.32	0.46	0.40	0.51	0.33	0.38	0.45	0.46
16 MOTSUBPL	0.34	0.09	-0.13	0.08	-0.08	0.33	0.48	0.71	0.66	0.87
17 TMDEVPL	0.30	0.15	0.07	0.31	0.18	0.41	0.33	0.43	0.53	0.58
18 TEACHPL	0.40	0.20	-0.10	0.09	-0.01	0.47	0.57	0.62	0.63	0.78
19 PLANPL	0.33	0.09	0.04	0.12	0.07	0.40	0.54	0.73	0.67	0.83
20 COMPL	0.33	0.09	0.08	0.16	0.19	0.43	0.41	0.59	0.62	0.76
21 SUPVPL	0.37	0.17	0.13	0.21	0.18	0.48	0.51	0.61	0.62	0.77
22 INITPL	0.34	0.07	0.02	0.13	0.20	0.39	0.35	0.69	0.64	0.81
23 STRUCTCC	0.09	0.18	-0.08	-0.12	-0.08	0.31	0.28	0.31	0.43	0.39
24 CONSIDCC	0.22	0.02	-0.15	0.09	-0.04	0.27	0.19	0.32	0.55	0.50
25 STRESSPL	0.06	-0.11	-0.24	0.07	0.04	0.15	-0.06	0.23	0.48	0.38
26 LDRCC	0.08	-0.01	-0.12	0.04	-0.12	0.11	0.10	0.15	0.28	0.27
27 TRANMGMT	0.52	0.37	0.21	0.22	-0.06	0.42	0.48	0.43	0.46	0.54
28 OMOTIVE	0.87	0.85	0.18	0.12	0.18	0.60	0.66	0.20	0.22	0.33
29 PID	0.18	0.11	0.62	0.89	0.83	0.24	0.03	-0.03	0.11	0.07
30 STYLEPL	0.34	0.05	0.00	0.13	-0.05	0.39	0.43	0.94	0.94	0.85
31 EVALPL	0.36	0.11	-0.03	0.13	-0.04	0.46	0.49	0.92	0.91	0.94
32 CID	0.39	0.20	0.31	0.43	0.32	0.48	0.33	0.39	0.46	0.49
33 TASKPL	0.36	0.10	0.09	0.16	0.17	0.45	0.49	0.69	0.67	0.83
34 DEVPL	0.38	0.14	-0.09	0.07	-0.02	0.39	0.56	0.71	0.67	0.85
35 STYLECC	0.19	0.11	-0.13	0.02	-0.05	0.34	0.24	0.33	0.55	0.50
36 EVALCC	0.14	0.07	-0.13	0.02	-0.11	0.27	0.22	0.33	0.47	0.50

Table H-9 cont.
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON SERGEANTS

	11	12	13	14	15	16	17	18	19	20
11 CTCEPER	1.00									
12 TRANEFF	0.07	1.00								
13 PLTEFF	0.39	0.62	1.00							
14 LVBOND	0.10	0.15	0.17	1.00						
15 CPRIDE	0.10	0.13	0.18	0.69	1.00					
16 MOTSUBPL	-0.05	-0.01	-0.14	0.44	0.41	1.00				
17 TMOEVPL	0.16	0.09	0.22	0.60	0.44	0.74	1.00			
18 TEACHPL	0.15	-0.07	0.01	0.42	0.47	0.85	0.69	1.00		
19 PLANPL	0.07	0.19	0.05	0.53	0.51	0.90	0.74	0.88	1.00	
20 COMPL	0.06	0.26	0.03	0.56	0.58	0.84	0.75	0.83	0.89	1.00
21 SUPVPL	0.09	0.23	0.14	0.56	0.59	0.84	0.75	0.91	0.92	0.95
22 INITPL	-0.06	0.12	-0.07	0.38	0.53	0.80	0.58	0.74	0.81	0.82
23 STRUCTCC	0.22	0.02	0.12	0.32	0.04	0.35	0.46	0.34	0.36	0.35
24 CONSIDCC	0.03	-0.14	-0.01	0.54	0.28	0.43	0.45	0.36	0.39	0.47
25 STRESSPL	-0.10	-0.18	-0.02	0.18	0.10	0.48	0.47	0.35	0.34	0.41
26 LDRCC	-0.08	-0.13	0.09	0.28	0.06	0.19	0.29	0.16	0.16	0.13
27 TRANMGMT	0.26	0.08	0.19	0.67	0.59	0.47	0.51	0.60	0.53	0.51
28 OMOTIVE	0.53	0.04	0.17	0.28	0.37	0.25	0.26	0.34	0.23	0.25
29 PID	-0.03	0.29	0.35	0.35	0.50	0.01	0.28	0.05	0.11	0.20
30 STYLEPL	0.07	-0.12	-0.05	0.41	0.44	0.73	0.51	0.67	0.75	0.65
31 EVALPL	0.06	-0.11	-0.08	0.44	0.47	0.81	0.56	0.74	0.82	0.73
32 CID	0.11	0.15	0.19	0.96	0.88	0.47	0.58	0.47	0.56	0.62
33 TASKPL	0.06	0.23	0.07	0.52	0.59	0.87	0.71	0.89	0.96	0.95
34 DEVPL	0.08	0.01	-0.04	0.49	0.43	0.95	0.77	0.94	0.94	0.87
35 STYLECC	0.13	-0.08	0.08	0.51	0.22	0.43	0.53	0.40	0.41	0.47
36 EVALCC	0.01	-0.09	0.10	0.39	0.12	0.39	0.46	0.36	0.36	0.33

Table H-9 cont.
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON SERGEANTS

	21	22	23	24	25	26	27	28	29	30
21 SUPVPL	1.00									
22 INITPL	0.78	1.00								
23 STRUCTCC	0.29	0.25	1.00							
24 CONSIDCC	0.38	0.36	0.67	1.00						
25 STRESSPL	0.35	0.34	0.25	0.39	1.00					
26 LDRCC	0.09	0.24	0.59	0.85	0.23	1.00				
27 TRANMGMT	0.57	0.43	0.42	0.61	0.11	0.54	1.00			
28 OMOTIVE	0.31	0.24	0.16	0.16	-0.02	0.06	0.52	1.00		
29 PID	0.22	0.18	-0.12	0.04	0.06	-0.04	0.11	0.17	1.00	
30 STYLEPL	0.66	0.71	0.40	0.47	0.39	0.22	0.47	0.22	0.05	1.00
31 EVALPL	0.74	0.78	0.41	0.50	0.40	0.25	0.52	0.27	0.06	0.98
32 CID	0.62	0.47	0.24	0.49	0.17	0.21	0.69	0.34	0.44	0.45
33 TASKPL	0.96	0.89	0.32	0.42	0.35	0.18	0.54	0.26	0.19	0.73
34 DEVPL	0.90	0.81	0.40	0.40	0.41	0.16	0.53	0.30	0.03	0.74
35 STYLECC	0.38	0.35	0.88	0.94	0.37	0.81	0.59	0.19	-0.01	0.47
36 EVALCC	0.29	0.38	0.81	0.95	0.30	0.93	0.61	0.14	-0.05	0.42
	31	32	33	34	35	36				
31 EVALPL	1.00									
32 CID	0.49	1.00								
33 TASKPL	0.81	0.59	1.00							
34 DEVPL	0.81	0.50	0.91	1.00						
35 STYLECC	0.50	0.44	0.42	0.44	1.00					
36 EVALCC	0.47	0.32	0.37	0.37	0.97	1.00				

Table H-10
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON SERGEANTS

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.66	1.00								
3 SMHBOND	0.16	0.02	1.00							
4 LHBOND	0.22	0.22	0.40	1.00						
5 PPRIDE	0.09	-0.01	0.31	0.44	1.00					
6 ORGID	0.50	0.49	0.16	0.30	0.42	1.00				
7 JOBSAT	0.73	0.56	0.32	0.34	0.19	0.50	1.00			
8 STRUCTPL	0.30	0.21	0.09	0.43	0.17	0.22	0.44	1.00		
9 CONSIDPL	0.29	0.10	0.13	0.16	0.08	-0.02	0.39	0.68	1.00	
10 LDRPL	0.29	0.21	0.19	0.40	0.17	0.09	0.41	0.80	0.78	1.00
11 CTCEXPER	0.55	0.54	0.07	0.00	-0.09	0.42	0.49	0.24	0.14	0.19
12 TRANEFF	0.28	0.13	0.42	0.34	0.21	0.27	0.45	0.33	0.24	0.16
13 PLTEFF	0.46	0.30	0.43	0.37	0.28	0.45	0.55	0.37	0.18	0.22
14 LVBOND	0.45	0.37	0.17	0.35	0.06	0.14	0.53	0.39	0.51	0.49
15 CPRIIDE	0.20	0.07	0.22	0.27	0.48	0.19	0.30	0.39	0.42	0.54
16 MOTSUBPL	0.25	0.19	0.05	0.45	0.33	0.11	0.34	0.66	0.58	0.71
17 TMDEVPL	0.24	0.06	0.13	0.41	0.49	0.17	0.36	0.58	0.65	0.60
18 TEACHPL	0.34	0.13	0.08	0.42	0.52	0.25	0.44	0.63	0.57	0.60
19 PLANPL	0.33	0.25	0.16	0.53	0.53	0.34	0.45	0.67	0.49	0.67
20 COMPL	0.29	0.17	0.22	0.49	0.59	0.28	0.38	0.66	0.64	0.71
21 SUPVPL	0.46	0.27	0.24	0.51	0.50	0.31	0.54	0.65	0.49	0.65
22 INITPL	0.33	0.21	0.17	0.48	0.57	0.32	0.36	0.69	0.52	0.60
23 STRUCTCC	0.14	0.28	0.02	0.33	0.07	0.06	0.26	0.38	0.45	0.44
24 CONSIDCC	0.23	0.25	0.15	0.18	0.18	0.12	0.22	0.47	0.64	0.57
25 STRESSPL	0.07	0.01	-0.05	0.16	0.22	-0.15	0.03	0.25	0.45	0.38
26 LDRCC	0.38	0.35	0.23	0.17	0.12	0.18	0.31	0.43	0.61	0.49
27 TRANMGMT	0.44	0.37	0.27	0.35	0.19	0.12	0.57	0.54	0.60	0.61
28 OMOTIVE	0.91	0.92	0.10	0.24	0.04	0.54	0.70	0.28	0.21	0.27
29 PID	0.20	0.17	0.43	0.93	0.73	0.39	0.33	0.40	0.16	0.38
30 STYLEPL	0.33	0.16	0.12	0.31	0.13	0.10	0.45	0.90	0.93	0.85
31 EVALPL	0.32	0.19	0.15	0.36	0.15	0.10	0.45	0.90	0.91	0.94
32 CID	0.42	0.31	0.21	0.37	0.22	0.17	0.52	0.44	0.54	0.57
33 TASKPL	0.30	0.20	0.22	0.52	0.62	0.31	0.40	0.65	0.56	0.70
34 DEVPL	0.33	0.13	0.09	0.46	0.49	0.26	0.46	0.66	0.58	0.64
35 STYLECC	0.23	0.30	0.07	0.23	0.10	0.11	0.27	0.46	0.60	0.55
36 EVALCC	0.30	0.31	0.14	0.23	0.15	0.13	0.30	0.51	0.64	0.56

Table H-10 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON SERGEANTS

	11	12	13	14	15	16	17	18	19	20
11 CTCEXPER	1.00									
12 TRANEFF	0.24	1.00								
13 PLTEFF	0.50	0.67	1.00							
14 LVBOND	0.26	0.47	0.43	1.00						
15 CPRIDE	0.13	0.27	0.27	0.50	1.00					
16 MOTSUBPL	0.14	0.16	0.31	0.39	0.39	1.00				
17 TMDEVPL	0.13	0.28	0.36	0.35	0.49	0.89	1.00			
18 TEACHPL	0.10	0.21	0.31	0.46	0.47	0.87	0.84	1.00		
19 PLANPL	0.13	0.23	0.38	0.44	0.54	0.87	0.81	0.89	1.00	
20 COMPL	0.07	0.27	0.40	0.48	0.53	0.84	0.83	0.86	0.92	1.00
21 SUPVPL	0.19	0.36	0.48	0.49	0.58	0.78	0.75	0.80	0.86	0.86
22 INITPL	0.21	0.34	0.43	0.29	0.52	0.75	0.83	0.69	0.77	0.77
23 STRUCTCC	0.05	0.25	0.23	0.56	0.40	0.33	0.30	0.36	0.38	0.41
24 CONSIDCC	0.21	0.15	0.11	0.56	0.53	0.33	0.38	0.37	0.36	0.46
25 STRESSPL	-0.12	0.13	0.06	0.36	0.28	0.41	0.44	0.41	0.32	0.48
26 LDRCC	0.25	0.21	0.18	0.67	0.46	0.27	0.37	0.41	0.39	0.44
27 TRANMGMT	0.44	0.28	0.48	0.64	0.37	0.49	0.51	0.58	0.56	0.60
28 OMOTIVE	0.59	0.22	0.41	0.45	0.14	0.24	0.16	0.26	0.31	0.24
29 PID	-0.03	0.34	0.39	0.29	0.39	0.48	0.51	0.53	0.62	0.61
30 STYLEPL	0.20	0.30	0.29	0.50	0.44	0.66	0.67	0.65	0.62	0.70
31 EVALPL	0.20	0.26	0.28	0.51	0.50	0.70	0.66	0.65	0.66	0.73
32 CID	0.25	0.46	0.43	0.95	0.74	0.44	0.44	0.52	0.53	0.55
33 TASKPL	0.10	0.25	0.38	0.41	0.59	0.86	0.85	0.85	0.95	0.96
34 DEVPL	0.11	0.22	0.34	0.45	0.50	0.92	0.90	0.97	0.92	0.87
35 STYLECC	0.17	0.21	0.19	0.63	0.48	0.35	0.35	0.39	0.39	0.46
36 EVALCC	0.20	0.21	0.18	0.66	0.53	0.33	0.37	0.43	0.41	0.47

Table H-10 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON SERGEANTS

	21	22	23	24	25	26	27	28	29	30
21 SUPVPL	1.00									
22 INITPL	0.79	1.00								
23 STRUCTCC	0.32	0.21	1.00							
24 CONSIDCC	0.37	0.47	0.68	1.00						
25 STRESSPL	0.38	0.29	0.17	0.32	1.00					
26 LDRCC	0.36	0.33	0.67	0.88	0.31	1.00				
27 TRANMGMT	0.59	0.40	0.59	0.54	0.33	0.63	1.00			
28 OMOTIVE	0.39	0.29	0.24	0.26	0.04	0.40	0.44	1.00		
29 PID	0.59	0.60	0.28	0.21	0.21	0.17	0.34	0.20	1.00	
30 STYLEPL	0.61	0.64	0.46	0.62	0.39	0.57	0.62	0.26	0.29	1.00
31 EVALPL	0.65	0.64	0.46	0.61	0.40	0.55	0.64	0.27	0.34	0.98
32 CID	0.58	0.40	0.56	0.61	0.38	0.68	0.62	0.40	0.36	0.54
33 TASKPL	0.90	0.85	0.37	0.44	0.38	0.40	0.55	0.27	0.65	0.65
34 DEVPL	0.83	0.73	0.34	0.36	0.40	0.39	0.56	0.25	0.55	0.67
35 STYLECC	0.36	0.34	0.89	0.94	0.28	0.87	0.62	0.29	0.22	0.58
36 EVALCC	0.40	0.38	0.83	0.94	0.30	0.95	0.64	0.33	0.24	0.63
	31	32	33	34	35	36				
31 EVALPL	1.00									
32 CID	0.57	1.00								
33 TASKPL	0.69	0.53	1.00							
34 DEVPL	0.68	0.52	0.88	1.00						
35 STYLECC	0.58	0.66	0.42	0.37	1.00					
36 EVALCC	0.62	0.69	0.44	0.40	0.98	1.00				

Table H-11
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON LEADERS

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.43	1.00								
3 SMHBOND	0.37	0.32	1.00							
4 LHBOND	0.23	0.21	0.44	1.00						
5 PPRIDE	0.48	0.23	0.38	0.61	1.00					
6 ORGID	0.62	0.55	0.44	0.38	0.46	1.00				
7 JOBSAT	0.77	0.40	0.34	0.42	0.47	0.77	1.00			
8 LDRPS	0.02	-0.19	-0.05	0.20	0.43	-0.01	0.05	1.00		
9 MOTSUBPS	0.00	-0.15	-0.02	0.10	0.19	0.06	0.11	0.68	1.00	
10 TMDEVPS	-0.24	-0.35	-0.02	-0.12	0.01	-0.28	-0.34	0.40	0.48	1.00
11 TEACHPS	0.03	-0.16	0.02	0.15	0.32	0.02	0.14	0.82	0.85	0.47
12 PLANPS	0.01	-0.09	-0.09	0.08	0.24	-0.01	0.11	0.72	0.77	0.40
13 COMPS	0.09	-0.16	-0.01	0.03	0.30	-0.03	0.06	0.71	0.75	0.53
14 SUPVPS	-0.01	-0.20	0.04	0.10	0.29	-0.03	0.07	0.75	0.74	0.51
15 INITPS	0.07	-0.21	0.01	0.10	0.27	-0.09	0.01	0.83	0.68	0.45
16 TRANEFF	-0.28	-0.05	0.33	-0.09	-0.22	-0.18	-0.21	-0.20	0.07	0.30
17 PLTEFF	-0.16	-0.04	0.26	0.07	0.17	-0.19	-0.06	0.19	0.10	0.28
18 LVBOND	0.07	0.24	0.30	0.25	0.11	0.20	0.17	-0.09	-0.10	0.05
19 CPRIDE	0.40	0.41	0.63	0.50	0.41	0.60	0.48	-0.03	-0.01	-0.06
20 STRUCTCC	0.03	0.18	-0.10	-0.01	-0.06	0.25	0.40	0.01	0.08	-0.28
21 CONSIDCC	-0.03	0.04	-0.01	0.00	0.00	-0.03	0.12	0.10	0.11	0.11
22 LDRCC	-0.27	-0.09	0.06	0.24	-0.04	-0.11	-0.07	0.11	0.05	0.18
23 TRANMGMT	0.10	0.19	0.54	0.40	0.24	0.32	0.27	-0.08	-0.12	0.17
24 MOTSUBCC	-0.16	0.04	0.19	0.25	0.01	-0.01	-0.10	0.07	0.14	0.38
25 TMDEVCC	-0.11	0.16	0.15	0.08	0.07	-0.01	-0.06	0.15	0.38	0.40
26 TEACHCC	-0.16	-0.02	0.10	0.14	-0.04	0.04	-0.01	-0.10	-0.11	0.37
27 PLANCC	-0.22	0.09	0.04	0.03	0.08	-0.02	-0.16	-0.04	0.20	0.47
28 COMCC	-0.24	0.00	0.04	0.04	0.05	-0.12	-0.33	0.04	0.07	0.45
29 SUPVCC	-0.13	0.18	0.12	0.18	0.11	0.00	-0.11	-0.05	0.06	0.27
30 INITCC	-0.10	0.22	0.08	0.18	0.13	0.06	0.00	-0.05	0.18	0.17
31 STRESSCC	-0.15	-0.05	0.05	0.05	-0.06	-0.18	-0.10	-0.16	-0.08	-0.01
32 OMOTIVE	0.93	0.74	0.41	0.26	0.45	0.69	0.74	-0.08	-0.07	-0.33
33 PID	0.36	0.24	0.46	0.95	0.83	0.45	0.49	0.31	0.15	-0.08
34 TASKPS	0.03	-0.15	-0.02	0.08	0.26	-0.03	0.09	0.78	0.77	0.46
35 CID	0.20	0.32	0.44	0.37	0.24	0.37	0.30	-0.08	-0.08	0.01
36 STYLECC	-0.01	0.11	-0.05	0.00	-0.03	0.10	0.26	0.07	0.11	-0.06
37 EVALCC	-0.10	0.04	-0.01	0.10	-0.02	0.03	0.17	0.09	0.09	0.03
38 TASKCC	-0.21	0.07	0.07	0.07	0.09	-0.05	-0.20	-0.05	0.11	0.37
39 DEVCC	-0.13	0.03	0.15	0.14	-0.01	-0.02	-0.05	0.05	0.06	0.38

Table H-11 cont.
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON LEADERS

	11	12	13	14	15	16	17	18	19	20
11 TEACHPS	1.00									
12 PLANPS	0.85	1.00								
13 COMPS	0.89	0.85	1.00							
14 SUPVPS	0.90	0.92	0.88	1.00						
15 INITPS	0.83	0.84	0.84	0.89	1.00					
16 TRANEFF	0.12	0.10	0.08	0.09	0.01	1.00				
17 PLTEFF	0.27	0.17	0.22	0.16	0.17	0.57	1.00			
18 LVBOND	-0.04	-0.01	-0.03	0.11	0.02	0.26	0.16	1.00		
19 CPRIDE	0.07	0.01	0.07	0.13	0.07	0.17	0.02	0.65	1.00	
20 STRUCTCC	0.18	0.30	0.13	0.24	0.01	0.02	0.12	0.34	0.22	1.00
21 CONSIDCC	0.24	0.34	0.26	0.34	0.24	0.40	0.43	0.62	0.24	0.65
22 LDRCC	0.17	0.15	0.12	0.25	0.14	0.39	0.37	0.70	0.26	0.44
23 TRANMGMT	-0.02	-0.10	-0.10	0.08	-0.04	0.37	0.31	0.79	0.70	0.21
24 MOTSUBCC	0.15	0.16	0.22	0.23	0.14	0.43	0.30	0.73	0.44	0.20
25 TMDEVCC	0.39	0.45	0.49	0.45	0.36	0.54	0.48	0.66	0.36	0.29
26 TEACHCC	-0.05	-0.10	-0.02	0.08	-0.11	0.25	0.22	0.72	0.41	0.29
27 PLANCC	0.16	0.27	0.30	0.29	0.08	0.52	0.41	0.66	0.32	0.29
28 COMCC	0.10	0.10	0.23	0.17	0.04	0.39	0.32	0.63	0.26	0.05
29 SUPVCC	0.08	0.16	0.21	0.22	0.07	0.46	0.36	0.75	0.46	0.28
30 INITCC	0.13	0.27	0.27	0.24	0.10	0.36	0.30	0.61	0.33	0.38
31 STRESSCC	-0.06	-0.03	-0.12	-0.02	-0.05	0.35	0.29	0.32	0.17	0.18
32 OMOTIVE	-0.06	-0.03	-0.02	-0.10	-0.04	-0.22	-0.14	0.15	0.47	0.10
33 PID	0.24	0.15	0.14	0.18	0.18	-0.15	0.12	0.22	0.52	-0.03
34 TASKPS	0.90	0.97	0.89	0.97	0.93	0.09	0.18	0.03	0.06	0.22
35 CID	-0.01	0.00	0.00	0.13	0.04	0.25	0.12	0.96	0.84	0.33
36 STYLECC	0.24	0.35	0.22	0.33	0.16	0.26	0.32	0.56	0.26	0.87
37 EVALCC	0.23	0.30	0.20	0.32	0.16	0.33	0.37	0.66	0.28	0.77
38 TASKCC	0.10	0.18	0.23	0.22	0.05	0.47	0.39	0.68	0.32	0.25
39 DEVCC	0.11	0.13	0.18	0.23	0.09	0.38	0.32	0.77	0.44	0.30

Table H-11 cont.
INTER-SCALE CORRELATIONS
BASELINE QUESTIONNAIRE
PLATOON LEADERS

	21	22	23	24	25	26	27	28	29	30
21 CONSIDCC	1.00									
22 LDRCC	0.75	1.00								
23 TRANMGMT	0.46	0.57	1.00							
24 MOTSUBCC	0.62	0.74	0.57	1.00						
25 TMDEVCC	0.75	0.62	0.45	0.87	1.00					
26 TEACHCC	0.51	0.63	0.64	0.77	0.65	1.00				
27 PLANCC	0.61	0.69	0.46	0.79	0.81	0.74	1.00			
28 COMCC	0.46	0.63	0.42	0.84	0.71	0.70	0.85	1.00		
29 SUPVCC	0.65	0.76	0.60	0.87	0.78	0.70	0.82	0.78	1.00	
30 INITCC	0.62	0.72	0.34	0.78	0.76	0.60	0.87	0.73	0.80	1.00
31 STRESSCC	0.50	0.47	0.27	0.36	0.33	0.27	0.35	0.17	0.30	0.43
32 OMOTIVE	0.00	-0.24	0.16	-0.10	-0.01	-0.12	-0.12	-0.18	-0.02	0.02
33 PID	0.00	0.15	0.37	0.18	0.08	0.08	0.05	0.05	0.17	0.17
34 TASKPS	0.33	0.17	-0.04	0.17	0.44	-0.06	0.22	0.10	0.15	0.21
35 CID	0.53	0.60	0.82	0.69	0.60	0.67	0.59	0.55	0.71	0.57
36 STYLECC	0.94	0.69	0.40	0.50	0.61	0.46	0.53	0.31	0.55	0.58
37 EVALCC	0.94	0.87	0.50	0.64	0.67	0.57	0.64	0.46	0.69	0.69
38 TASKCC	0.60	0.75	0.49	0.83	0.78	0.71	0.96	0.91	0.88	0.90
39 DEVCC	0.65	0.73	0.58	0.92	0.89	0.9	0.87	0.85	0.86	0.78
	31	32	33	34	35	36	37	38	39	
31 STRESSCC	1.00									
32 OMOTIVE	-0.13	1.00								
33 PID	0.01	0.37	1.00							
34 TASKPS	-0.05	-0.04	0.16	1.00						
35 CID	0.29	0.28	0.35	0.04	1.00					
36 STYLECC	0.41	0.05	-0.01	0.31	0.50	1.00				
37 EVALCC	0.47	-0.05	0.06	0.28	0.58	0.96	1.00			
38 TASKCC	0.35	-0.12	0.09	0.15	0.61	0.50	0.64	1.00		
39 DEVCC	0.35	-0.08	0.09	0.15	0.72	0.56	0.67	0.86	1.00	

Table H-12
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON LEADERS

	1	2	3	4	5	6	7	8	9	10
1 JOBINV	1.00									
2 CTCMOTIV	0.27	1.00								
3 SMHBOND	0.19	0.05	1.00							
4 LHBOND	0.32	0.03	0.57	1.00						
5 PPRIDE	0.17	0.11	0.52	0.32	1.00					
6 ORGID	0.37	0.26	0.25	0.32	0.25	1.00				
7 JOBSAT	0.63	0.53	0.14	0.20	0.25	0.50	1.00			
8 LDRPS	0.33	0.10	0.30	0.27	0.26	0.14	0.23	1.00		
9 MOTSUBPS	0.24	-0.02	0.41	0.36	0.35	0.16	0.12	0.84	1.00	
10 TMDEVPS	0.05	0.08	0.16	0.20	0.27	0.16	0.01	0.64	0.64	1.00
11 TEACHPS	0.11	0.02	0.41	0.29	0.44	0.07	0.07	0.83	0.89	0.69
12 PLANPS	0.10	0.03	0.33	0.28	0.39	0.08	0.04	0.84	0.82	0.81
13 COMPS	0.07	0.09	0.05	0.34	0.39	0.14	0.04	0.77	0.81	0.83
14 SUPVPS	0.25	0.02	0.40	0.31	0.42	0.26	0.18	0.83	0.85	0.78
15 INITPS	0.25	0.08	0.31	0.31	0.37	0.05	0.19	0.81	0.76	0.68
16 TRANEFF	-0.06	0.08	0.08	0.06	0.11	0.01	0.15	0.04	-0.04	-0.14
17 PLTEFF	0.13	-0.01	0.44	0.28	0.46	0.12	0.21	0.39	0.53	0.12
18 LVBOND	0.25	0.05	0.30	0.45	0.12	0.24	0.24	0.20	0.26	0.07
19 CPRIDE	0.37	0.18	0.32	0.38	0.44	0.41	0.43	0.30	0.35	0.32
20 STRUCTCC	0.28	0.13	0.18	0.24	-0.09	0.17	0.27	0.45	0.41	0.27
21 CONSIDCC	0.08	0.16	0.12	0.16	0.10	0.05	0.21	0.25	0.24	0.34
22 LDRCC	0.17	-0.02	0.07	0.20	0.07	0.20	0.28	0.26	0.21	0.22
23 TRANHGMT	0.14	0.12	0.20	0.23	0.09	0.14	0.38	0.05	0.08	-0.02
24 MOTSUBCC	0.16	-0.04	-0.07	0.11	-0.01	0.16	0.22	0.31	0.28	0.24
25 TMDEVCC	0.07	0.14	0.12	0.06	0.16	0.18	0.14	0.22	0.17	0.32
26 TEACHCC	0.24	0.04	-0.06	0.04	-0.14	0.23	0.36	0.19	0.14	0.16
27 PLANCC	0.16	0.07	-0.10	0.02	0.12	0.17	0.18	0.20	0.17	0.27
28 COMCC	0.24	0.10	0.08	0.21	0.17	0.24	0.22	0.23	0.20	0.33
29 SUPVCC	0.32	0.20	0.07	0.12	0.03	0.19	0.32	0.31	0.17	0.21
30 INITCC	0.29	0.25	0.14	0.22	0.23	0.22	0.33	0.33	0.28	0.32
31 STRESSCC	-0.06	0.05	0.14	-0.04	0.09	-0.22	0.03	-0.03	-0.04	0.03
32 OMOTIVE	0.84	0.75	0.16	0.23	0.18	0.40	0.73	0.29	0.14	0.08
33 PID	0.33	0.08	0.67	0.88	0.73	0.36	0.28	0.31	0.42	0.28
34 TASKPS	0.18	0.04	0.35	0.32	0.39	0.11	0.12	0.86	0.85	0.80
35 CID	0.34	0.11	0.36	0.49	0.25	0.34	0.35	0.26	0.33	0.17
36 STYLECC	0.21	0.17	0.17	0.23	0.04	0.12	0.27	0.38	0.36	0.34
37 EVALCC	0.16	0.08	0.11	0.22	0.04	0.10	0.23	0.37	0.34	0.32
38 TASKCC	0.22	0.13	0.04	0.16	0.18	0.22	0.22	0.23	0.19	0.31
39 DEVCC	0.18	-0.03	-0.15	0.07	-0.07	0.17	0.25	0.30	0.26	0.23

Table H-12 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON LEADERS

	11	12	13	14	15	16	17	18	19	20
11 TEACHPS	1.00									
12 PLANPS	0.91	1.00								
13 COMPS	0.82	0.90	1.00							
14 SUPVPS	0.86	0.92	0.94	1.00						
15 INITPS	0.81	0.88	0.87	0.87	1.00					
16 TRANEFF	-0.02	-0.08	-0.18	-0.09	-0.15	1.00				
17 PLTEFF	0.46	0.36	0.26	0.41	0.27	0.36	1.00			
18 LVBOND	0.18	0.20	0.15	0.23	0.26	-0.06	0.20	1.00		
19 CPRIDE	0.35	0.35	0.31	0.45	0.33	0.03	0.18	0.41	1.00	
20 STRUCTCC	0.40	0.45	0.23	0.36	0.46	-0.07	0.22	0.53	0.16	1.00
21 CONSIDCC	0.30	0.36	0.37	0.31	0.33	-0.25	0.08	0.52	0.25	0.58
22 LDRCC	0.29	0.32	0.23	0.29	0.37	-0.13	0.11	0.70	0.30	0.74
23 TRANMGMT	0.07	0.10	0.09	0.12	0.18	-0.02	0.29	0.72	0.37	0.49
24 MOTSUBCC	0.24	0.29	0.23	0.32	0.29	-0.21	0.17	0.64	0.29	0.65
25 TMDEVCC	0.21	0.31	0.29	0.28	0.25	-0.34	0.12	0.50	0.17	0.53
26 TEACHCC	0.14	0.20	0.07	0.21	0.18	-0.28	0.01	0.60	0.26	0.65
27 PLANCC	0.17	0.24	0.13	0.24	0.18	-0.23	0.12	0.62	0.25	0.66
28 COMCC	0.26	0.31	0.29	0.33	0.24	-0.16	0.20	0.69	0.42	0.57
29 SUPVCC	0.23	0.31	0.18	0.31	0.34	-0.27	0.08	0.67	0.31	0.73
30 INITCC	0.34	0.42	0.29	0.38	0.40	-0.23	0.14	0.68	0.34	0.78
31 STRESSCC	-0.05	-0.04	0.07	-0.01	0.05	-0.16	0.07	0.23	0.15	0.01
32 OMOTIVE	0.08	0.08	0.10	0.18	0.21	0.01	0.08	0.20	0.35	0.26
33 PID	0.42	0.37	0.42	0.42	0.40	0.10	0.42	0.38	0.49	0.14
34 TASKPS	0.90	0.98	0.94	0.97	0.94	-0.14	0.35	0.24	0.38	0.47
35 CID	0.26	0.27	0.23	0.34	0.32	-0.04	0.21	0.94	0.69	0.49
36 STYLECC	0.38	0.44	0.34	0.37	0.43	-0.19	0.17	0.59	0.23	0.88
37 EVALCC	0.38	0.44	0.31	0.36	0.44	-0.17	0.17	0.64	0.26	0.85
38 TASKCC	0.22	0.31	0.24	0.31	0.26	-0.21	0.15	0.69	0.34	0.70
39 DEVCC	0.20	0.26	0.16	0.28	0.28	-0.25	0.08	0.62	0.24	0.67

Table H-12 cont.
INTER-SCALE CORRELATIONS
PRE QUESTIONNAIRE
PLATOON LEADERS

	21	22	23	24	25	26	27	28	29	30
21 CONSIDCC	1.00									
22 LDRCC	0.76	1.00								
23 TRANMGMT	0.62	0.70	1.00							
24 MOTSUBCC	0.72	0.82	0.68	1.00						
25 TMDEVCC	0.84	0.65	0.63	0.80	1.00					
26 TEACHCC	0.65	0.75	0.62	0.81	0.69	1.00				
27 PLANCC	0.72	0.85	0.65	0.90	0.75	0.82	1.00			
28 COMCC	0.73	0.78	0.70	0.85	0.70	0.76	0.87	1.00		
29 SUPVCC	0.74	0.82	0.72	0.84	0.75	0.80	0.86	0.80	1.00	
30 INITCC	0.78	0.86	0.60	0.76	0.73	0.72	0.86	0.76	0.87	1.00
31 STRESSCC	0.48	0.30	0.42	0.44	0.45	0.22	0.37	0.43	0.27	0.26
32 OMOTIVE	0.14	0.10	0.16	0.09	0.12	0.19	0.14	0.21	0.32	0.32
33 PID	0.17	0.18	0.21	0.08	0.13	-0.05	0.08	0.24	0.10	0.27
34 TASKPS	0.36	0.35	0.15	0.33	0.30	0.21	0.23	0.33	0.34	0.41
35 CID	0.51	0.66	0.71	0.62	0.46	0.57	0.58	0.71	0.64	0.66
36 STYLECC	0.90	0.84	0.62	0.77	0.77	0.72	0.76	0.73	0.82	0.86
37 EVALCC	0.88	0.95	0.67	0.82	0.75	0.75	0.83	0.78	0.85	0.89
38 TASKCC	0.78	0.87	0.69	0.88	0.76	0.79	0.97	0.93	0.90	0.91
39 DEVCC	0.71	0.82	0.61	0.97	0.84	0.87	0.92	0.83	0.84	0.79
	31	32	33	34	35	36	37	38	39	
31 STRESSCC	1.00									
32 OMOTIVE	-0.01	1.00								
33 PID	0.04	0.27	1.00							
34 TASKPS	0.01	0.15	0.41	1.00						
35 CID	0.25	0.29	0.48	0.32	1.00					
36 STYLECC	0.28	0.23	0.18	0.45	0.56	1.00				
37 EVALCC	0.33	0.15	0.18	0.45	0.62	0.97	1.00			
38 TASKCC	0.36	0.21	0.21	0.32	0.68	0.81	0.87	1.00		
39 DEVCC	0.42	0.11	0.02	0.30	0.59	0.77	0.82	0.88	1.00	

APPENDIX I

ORIGINAL MEASURES OF MOTIVATION CONSTRUCTS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix I contain inter-item and item-total correlations for the original scales that measured motivation in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers, the actual items may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE I-1

JOB INVOLVEMENT (JOBINV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	4	5	6	7		4	5	6	7
5	0.38				5	0.39			
6	0.50	0.37			6	0.49	0.36		
7	0.48	0.45	0.60		7	0.47	0.48	0.56	
T1	0.77	0.65	0.82	0.83	T1	0.77	0.68	0.80	0.82
T2	0.57	0.48	0.63	0.65	T2	0.56	0.50	0.60	0.64

PLATOON LEVEL ITEMS

	4	5	6	7		4	5	6	7
5	0.58				5	0.58			
6	0.78	0.54			6	0.66	0.50		
7	0.70	0.55	0.83		7	0.60	0.42	0.67	
T1	0.89	0.72	0.92	0.90	T1	0.87	0.71	0.88	0.82
T2	0.79	0.69	0.86	0.82	T2	0.73	0.58	0.74	0.68

TABLE I-2

JOB INVOLVEMENT (JOBINV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	4	5	6	7		4	5	6	7
5	0.45				5	0.34			
6	0.47	0.36			6	0.31	0.24		
7	0.39	0.31	0.56		7	0.29	0.41	0.40	
T1	0.76	0.61	0.85	0.76	T1	0.70	0.60	0.76	0.72
T2	0.55	0.46	0.62	0.57	T2	0.41	0.43	0.43	0.49

PLATOON LEVEL ITEMS

	4	5	6	7		4	5	6	7
5	0.58				5	0.20			
6	0.64	0.48			6	0.37	0.00		
7	0.53	0.38	0.66		7	0.32	0.44	0.39	
T1	0.83	0.67	0.89	0.82	T1	0.73	0.45	0.76	0.72
T2	0.70	0.55	0.74	0.65	T2	0.43	0.23	0.39	0.53

TABLE I-3

JOB INVOLVEMENT (JOBINV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	3	4	5	6
4	0.09			
5	0.30	0.17		
6	0.49	0.28	0.31	
T1	0.65	0.42	0.82	0.70
T2	0.42	0.23	0.36	0.49

PRE QUESTIONNAIRE

	3	4	5	6
4	0.16			
5	0.07	0.30		
6	0.15	0.51	0.45	
T1	0.53	0.60	0.76	0.75
T2	0.14	0.45	0.36	0.52

TABLE I-3

JOB INVOLVEMENT (JOBINV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	3	4	5	6
4	0.09			
5	0.30	0.17		
6	0.49	0.28	0.31	
T1	0.65	0.42	0.82	0.70
T2	0.42	0.23	0.36	0.49

PRE QUESTIONNAIRE

	3	4	5	6
4	0.16			
5	0.07	0.30		
6	0.15	0.51	0.45	
T1	0.53	0.60	0.76	0.75
T2	0.14	0.45	0.36	0.52

TABLE I-3 CONT.

JOB INVOLVEMENT (JOBINV)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	3	4	5	6
4	0.06			
5	0.26	0.27		
6	0.33	0.04	0.76	
T1	0.65	0.34	0.86	0.83
T2	0.31	0.17	0.64	0.65

PRE QUESTIONNAIRE

	3	4	5	6
4	0.41			
5	0.28	0.38		
6	0.43	0.46	0.33	
T1	0.68	0.69	0.79	0.71
T2	0.45	0.54	0.41	0.51

TABLE I-4

COMBAT TRAINING CENTER MOTIVATION (CTCMOTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
	8	9	10		8	9	10
9	0.66			9	0.66		
10	0.58	0.57		10	0.64	0.59	
T1	0.86	0.86	0.84	T1	0.88	0.86	0.86
T2	0.70	0.69	0.63	T2	0.73	0.69	0.68

PLATOON LEVEL ITEMS

	8	9	10		8	9	10
9	0.84			9	0.87		
10	0.82	0.77		10	0.80	0.77	
T1	0.94	0.92	0.93	T1	0.95	0.93	0.91
T2	0.88	0.84	0.83	T2	0.89	0.87	0.81

TABLE I-5

COMBAT TRAINING CENTER MOTIVATION (CTCMOTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
INDIVIDUAL LEVEL ITEMS							
	8	9	10		8	9	10
9	0.58			9	0.69		
10	0.55	0.55		10	0.62	0.59	
T1	0.81	0.84	0.86	T1	0.87	0.86	0.86
T2	0.64	0.64	0.61	T2	0.73	0.71	0.66
PLATOON LEVEL ITEMS							
	8	9	10		8	9	10
9	0.67			9	0.62		
10	0.61	0.58		10	0.72	0.66	
T1	0.84	0.85	0.88	T1	0.88	0.84	0.91
T2	0.72	0.68	0.65	T2	0.74	0.69	0.77

TABLE I-6

CTC MOTIVATION (CTCMOTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	7	8	9
8	0.61		
9	0.22	0.28	
T1	0.76	0.84	0.67
T2	0.53	0.55	0.28

PRE QUESTIONNAIRE

	7	8	9
8	0.61		
9	0.54	0.49	
T1	0.83	0.84	0.82
T2	0.66	0.62	0.57

TABLE I-7

COMBAT TRAINING CENTER MOTIVATION (CTCMOTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	7	8	9
8	0.23		
9	0.12	0.46	
T1	0.66	0.78	0.69
T2	0.21	0.44	0.36

PRE QUESTIONNAIRE

	7	8	9
8	0.54		
9	0.27	0.49	
T1	0.74	0.83	0.78
T2	0.44	0.64	0.43

APPENDIX J

FACTOR ANALYSES OF MOTIVATION ITEMS

Appendix J contains the results of the factor analyses after Varimax rotation for the items measuring the motivation constructs. Identifying characteristics located in the heading of each table include the rater (SM, SL, PS, PL), type of item rated, questionnaire (base or pre), the amount of variance accounted for by the factors, and the number of factors produced in each analysis. In addition, the item number and its original scale are listed. Factor loadings greater than or equal to .40 are listed in their respective factor columns.

TABLE J-1

FACTOR LOADINGS OF MOTIVATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 54.2% OF VARIANCE ACCOUNTED FOR AT BASE
 54.8% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1221 PRE N = 1175

ITEM	SCALE	BASELINE	PRE
		FACTORS 1	FACTORS 1
4	JOBINV	0.70	0.71
5	JOBINV	0.61	0.61
6	JOBINV	0.74	0.73
7	JOBINV	0.77	0.76
8	CTCMOTIV	0.79	0.80
9	CTCMOTIV	0.80	0.80
10	CTCMOTIV	0.72	0.75

TABLE J-2

FACTOR LOADINGS OF MOTIVATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE
 51.7% OF VARIANCE ACCOUNTED FOR AT BASE
 48.3% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 213 PRE N = 196

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
4	JOBINV	0.69	0.60
5	JOBINV	0.64	0.53
6	JOBINV	0.76	0.64
7	JOBINV	0.67	0.67
8	CTCMOTIV	0.79	0.81
9	CTCMOTIV	0.74	0.82
10	CTCMOTIV	0.73	0.75

TABLE J-3

FACTOR LOADINGS OF OVERALL MOTIVATION ITEMS
 AFTER VARIMAX ROTATION
 RATINGS BY SQUAD MEMBERS, SQUAD LEADERS, PLATOON SERGEANTS
 AND PLATOON LEADERS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SL, PS, AND PL ITEMS IDENTICAL TO SQUAD MEMBER ITEMS
 55.0% OF VARIANCE ACCOUNTED FOR AT BASE
 55.6% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1552 PRE N = 1485

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
4	JOBINV	0.72	0.71
5	JOBINV	0.63	0.63
6	JOBINV	0.76	0.74
7	JOBINV	0.78	0.78
8	CTCMOTIV	0.79	0.81
9	CTCMOTIV	0.80	0.81
10	CTCMOTIV	0.70	0.73

APPENDIX K

REVISED MEASURES OF MOTIVATION CONSTRUCTS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix K contain inter-item and item-total correlations for the revised scales measuring the motivation constructs in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE K-1

OVERALL MOTIVATION (OMOTIVE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.38						
6	0.50	0.38					
7	0.48	0.45	0.60				
8	0.45	0.39	0.44	0.47			
9	0.43	0.36	0.48	0.53	0.66		
10	0.38	0.30	0.41	0.42	0.59	0.57	
T1	0.71	0.60	0.76	0.78	0.78	0.79	0.72
T2	0.59	0.49	0.64	0.67	0.68	0.69	0.60

PLATOON LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.61						
6	0.80	0.58					
7	0.71	0.58	0.84				
8	0.66	0.43	0.72	0.70			
9	0.59	0.40	0.66	0.65	0.85		
10	0.67	0.41	0.67	0.71	0.82	0.74	
T1	0.85	0.64	0.90	0.89	0.89	0.84	0.86
T2	0.79	0.57	0.85	0.83	0.84	0.78	0.80

TABLE K-1 CONT.

OVERALL MOTIVATION (OMOTIVE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.39						
6	0.50	0.36					
7	0.47	0.48	0.57				
8	0.50	0.36	0.45	0.48			
9	0.45	0.37	0.47	0.52	0.67		
10	0.40	0.32	0.44	0.43	0.65	0.60	
T1	0.72	0.60	0.74	0.76	0.80	0.79	0.75
T2	0.60	0.50	0.62	0.66	0.71	0.70	0.64

PLATOON LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.59						
6	0.67	0.50					
7	0.60	0.42	0.67				
8	0.69	0.53	0.69	0.52			
9	0.64	0.51	0.66	0.52	0.88		
10	0.59	0.34	0.66	0.48	0.80	0.77	
T1	0.84	0.64	0.85	0.73	0.91	0.88	0.84
T2	0.76	0.57	0.79	0.64	0.86	0.83	0.76

TABLE K-2

OVERALL MOTIVATION (OMOTIVE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.46						
6	0.48	0.36					
7	0.41	0.31	0.57				
8	0.49	0.44	0.46	0.39			
9	0.38	0.34	0.46	0.36	0.59		
10	0.33	0.37	0.47	0.36	0.55	0.55	
T1	0.68	0.59	0.78	0.67	0.77	0.74	0.75
T2	0.56	0.51	0.65	0.55	0.68	0.62	0.61

PLATOON LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.59						
6	0.65	0.50					
7	0.53	0.38	0.66				
8	0.60	0.56	0.60	0.51			
9	0.54	0.53	0.67	0.52	0.68		
10	0.50	0.49	0.65	0.47	0.58	0.56	
T1	0.79	0.69	0.88	0.75	0.80	0.81	0.79
T2	0.71	0.62	0.81	0.65	0.73	0.73	0.68

K-2 CONT.

OVERALL MOTIVATION (OMOTIVE)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.35						
6	0.32	0.25					
7	0.29	0.41	0.40				
8	0.37	0.31	0.38	0.40			
9	0.35	0.31	0.40	0.48	0.70		
10	0.35	0.19	0.43	0.30	0.63	0.59	
T1	0.62	0.50	0.69	0.65	0.79	0.80	0.76
T2	0.46	0.41	0.52	0.53	0.69	0.70	0.62

PLATOON LEVEL ITEMS

	4	5	6	7	8	9	10
5	0.20						
6	0.37	0.00					
7	0.33	0.45	0.40				
8	0.26	0.18	0.35	0.43			
9	0.21	0.13	0.42	0.39	0.63		
10	0.38	0.05	0.51	0.34	0.72	0.66	
T1	0.59	0.30	0.71	0.65	0.78	0.75	0.84
T2	0.42	0.20	0.53	0.54	0.66	0.64	0.72

TABLE K-3

OVERALL MOTIVATION (OMOTIVE)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	3	4	5	6	7	8	9
4	0.06						
5	0.29	0.15					
6	0.50	0.26	0.31				
7	0.22	0.20	0.40	0.30			
8	0.08	0.37	0.36	0.14	0.61		
9	0.12	0.11	0.26	0.24	0.24	0.28	
T1	0.49	0.41	0.74	0.58	0.70	0.70	0.56
T2	0.33	0.30	0.49	0.44	0.57	0.50	0.34

PRE QUESTIONNAIRE

	3	4	5	6	7	8	9
4	0.17						
5	0.03	0.27					
6	0.24	0.47	0.49				
7	0.25	0.54	0.49	0.53			
8	0.14	0.37	0.52	0.51	0.58		
9	-0.05	0.36	0.52	0.44	0.62	0.57	
T1	0.35	0.58	0.75	0.75	0.82	0.78	0.75
T2	0.15	0.50	0.57	0.65	0.74	0.67	0.61

TABLE K-4

OVERALL MOTIVATION (OMOTIVE)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON LEADERS

BASELINE QUESTIONNAIRE

	3	4	5	6	7	8	9
4	0.09						
5	0.29	0.36					
6	0.33	0.17	0.80				
7	0.16	-0.03	0.25	0.18			
8	0.04	0.48	0.31	0.25	0.23		
9	0.26	0.21	0.34	0.31	0.15	0.45	
T1	0.56	0.44	0.84	0.78	0.45	0.56	0.59
T2	0.32	0.33	0.68	0.64	0.26	0.40	0.46

PRE QUESTIONNAIRE

	3	4	5	6	7	8	9
4	0.40						
5	0.28	0.38					
6	0.43	0.46	0.33				
7	0.09	0.24	0.07	0.16			
8	0.07	0.29	0.17	0.33	0.54		
9	-0.07	0.09	0.29	0.13	0.27	0.49	
T1	0.49	0.63	0.68	0.64	0.53	0.67	0.58
T2	0.30	0.51	0.40	0.48	0.34	0.52	0.35

APPENDIX L

ORIGINAL MEASURES OF COHESION CONSTRUCTS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix L contain inter-item and item-total correlations for the original scales measuring the cohesion constructs in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE L-1

SQUAD MEMBER HORIZONTAL BONDING (SMHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	11	12	13	14		11	12	13	14
12	0.62				12	0.58			
13	0.55	0.71			13	0.54	0.69		
14	0.63	0.56	0.52		14	0.66	0.55	0.54	
T1	0.84	0.85	0.82	0.82	T1	0.84	0.84	0.82	0.83
T2	0.71	0.74	0.69	0.66	T2	0.70	0.71	0.68	0.68

PLATOON LEVEL ITEMS

	11	12	13	14		11	12	13	14
12	0.80				12	0.81			
13	0.76	0.93			13	0.74	0.87		
14	0.80	0.77	0.74		14	0.80	0.75	0.72	
T1	0.90	0.95	0.93	0.90	T1	0.91	0.93	0.90	0.90
T2	0.84	0.91	0.87	0.82	T2	0.85	0.88	0.83	0.81

TABLE L-2

**SQUAD MEMBER HORIZONTAL BONDING (SMHBOND)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS**

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
INDIVIDUAL LEVEL ITEMS									
	11	12	13	14		11	12	13	14
12	0.65				12	0.68			
13	0.53	0.67			13	0.55	0.68		
14	0.52	0.60	0.56		14	0.60	0.61	0.58	
T1	0.80	0.87	0.82	0.81	T1	0.83	0.87	0.83	0.83
T2	0.65	0.77	0.68	0.65	T2	0.70	0.77	0.69	0.68
PLATOON LEVEL ITEMS									
	11	12	13	14		11	12	13	14
12	0.72				12	0.70			
13	0.65	0.78			13	0.55	0.84		
14	0.52	0.65	0.58		14	0.63	0.65	0.68	
T1	0.84	0.91	0.87	0.80	T1	0.81	0.92	0.89	0.85
T2	0.71	0.84	0.77	0.65	T2	0.69	0.85	0.79	0.73

TABLE L-3

SQUAD MEMBER HORIZONTAL BONDING (SMHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	10	11	12	13
11	0.65			
12	0.63	0.74		
13	0.74	0.73	0.66	
T1	0.86	0.88	0.86	0.89
T2	0.75	0.80	0.75	0.80

PRE QUESTIONNAIRE

	10	11	12	13
11	0.68			
12	0.38	0.77		
13	0.60	0.52	0.45	
T1	0.82	0.89	0.77	0.79
T2	0.66	0.80	0.61	0.62

TABLE L-4

SQUAD MEMBER BONDING (SMHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	10	11	12	13
11	0.60			
12	0.53	0.83		
13	0.48	0.35	0.54	
T1	0.77	0.86	0.90	0.72
T2	0.63	0.74	0.79	0.52

PRE QUESTIONNAIRE

	10	11	12	13
11	0.58			
12	0.49	0.66		
13	0.63	0.49	0.59	
T1	0.84	0.82	0.80	0.83
T2	0.68	0.67	0.68	0.68

TABLE L-5

LEADER HORIZONTAL BONDING (LHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
INDIVIDUAL LEVEL ITEMS							
	15	16	17		15	16	17
16	0.73			16	0.74		
17	0.63	0.76		17	0.64	0.79	
T1	0.88	0.92	0.88	T1	0.88	0.93	0.89
T2	0.72	0.82	0.75	T2	0.73	0.85	0.77
PLATOON LEVEL ITEMS							
	15	16	17		15	16	17
16	0.92			16	0.90		
17	0.85	0.91		17	0.84	0.88	
T1	0.95	0.98	0.95	T1	0.95	0.97	0.94
T2	0.91	0.95	0.90	T2	0.90	0.93	0.88

TABLE L-6

LEADER HORIZONTAL BONDING (LHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
INDIVIDUAL LEVEL ITEMS							
	15	16	17		15	16	17
16	0.74			16	0.72		
17	0.64	0.77		17	0.48	0.67	
T1	0.89	0.93	0.88	T1	0.85	0.92	0.82
T2	0.74	0.83	0.75	T2	0.66	0.81	0.62
PLATOON LEVEL ITEMS							
	15	16	17		15	16	17
16	0.91			16	0.81		
17	0.78	0.86		17	0.59	0.81	
T1	0.95	0.97	0.92	T1	0.88	0.96	0.87
T2	0.88	0.94	0.84	T2	0.74	0.91	0.73

TABLE L-7

LEADER HORIZONTAL BONDING (LHBOND)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	14	15	16
15	0.72		
16	0.39	0.53	
T1	0.84	0.90	0.75
T2	0.65	0.75	0.50

PRE QUESTIONNAIRE

	14	15	16
15	0.64		
16	0.57	0.74	
T1	0.85	0.90	0.87
T2	0.65	0.78	0.72

TABLE L-8

LEADER HORIZONTAL BONDING (LHBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	14	15	16
15	0.55		
16	0.43	0.50	
T1	0.80	0.85	0.79
T2	0.57	0.62	0.53

PRE QUESTIONNAIRE

	14	15	16
15	0.66		
16	0.58	0.67	
T1	0.87	0.89	0.85
T2	0.68	0.75	0.69

TABLE L-9

LEADER VERTICAL BONDING (LVBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
INDIVIDUAL LEVEL ITEMS									
	18	19	20	21		18	19	20	21
19	0.73				19	0.76			
20	0.67	0.63			20	0.65	0.66		
21	0.53	0.50	0.53		21	0.58	0.48	0.58	
T1	0.87	0.85	0.85	0.76	T1	0.88	0.86	0.86	0.78
T2	0.76	0.74	0.72	0.59	T2	0.79	0.74	0.74	0.61
PLATOON LEVEL ITEMS									
	18	19	20	21		18	19	20	21
19	0.78				19	0.90			
20	0.77	0.69			20	0.73	0.71		
21	0.58	0.56	0.68		21	0.69	0.61	0.67	
T1	0.90	0.85	0.91	0.80	T1	0.94	0.90	0.87	0.83
T2	0.82	0.76	0.82	0.67	T2	0.88	0.83	0.78	0.71

TABLE L-10

LEADER VERTICAL BONDING (LVBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	17	18	19	20
18	0.61			
19	0.54	0.57		
20	0.32	0.55	0.54	
T1	0.77	0.85	0.83	0.75
T2	0.59	0.72	0.68	0.55

PRE QUESTIONNAIRE

	17	18	19	20
18	0.65			
19	0.39	0.58		
20	0.68	0.53	0.40	
T1	0.83	0.84	0.73	0.81
T2	0.70	0.72	0.52	0.64

TABLE L-11

LEADER VERTICAL BONDING (LVBOND)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	17	18	19	20
18	0.67			
19	0.65	0.63		
20	0.65	0.58	0.51	
T1	0.87	0.85	0.83	0.81
T2	0.78	0.73	0.69	0.66

PRE QUESTIONNAIRE

	17	18	19	20
18	0.58			
19	0.63	0.61		
20	0.70	0.54	0.64	
T1	0.86	0.78	0.85	0.87
T2	0.75	0.65	0.73	0.73

TABLE L-12

PLATOON PRIDE (PPRIDE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

BASELINE QUESTIONNAIRE PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	18	19		18	19
19	0.57		19	0.52	
T1	0.89	0.88	T1	0.88	0.85
T2	0.57	0.57	T2	0.52	0.52

PLATOON LEVEL ITEMS

	18	19		18	19
19	0.83		19	0.72	
T1	0.96	0.94	T1	0.95	0.89
T2	0.83	0.83	T2	0.72	0.72

TABLE L-13

PLATOON PRIDE (PPRIDE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE			PRE		
INDIVIDUAL LEVEL ITEMS					
	22	23		22	23
23	0.52		23	0.69	
T1	0.89	0.85	T1	0.93	0.90
T2	0.52	0.52	T2	0.69	0.69
PLATOON LEVEL ITEMS					
	22	23		22	23
23	0.66		23	0.68	
T1	0.94	0.87	T1	0.93	0.90
T2	0.66	0.66	T2	0.68	0.68

TABLE L-14

PLATOON PRIDE (PPRIDE)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	21	22
22	0.64	
T1	0.91	0.89
T2	0.64	0.64

PRE QUESTIONNAIRE

	21	22
22	0.42	
T1	0.87	0.80
T2	0.42	0.42

TABLE L-15

PLATOON PRIDE (PPRIDE)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	21	22
22	0.73	
T1	0.93	0.92
T2	0.73	0.73

PRE QUESTIONNAIRE

	21	22
22	0.52	
T1	0.89	0.85
T2	0.52	0.52

TABLE L-16

COMPANY PRIDE (CPRIDE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE			PRE		
INDIVIDUAL LEVEL ITEMS					
	24	25		24	25
25	0.64		25	0.59	
T1	0.91	0.89	T1	0.89	0.89
T2	0.64	0.64	T2	0.59	0.59
PLATOON LEVEL ITEMS					
	24	25		24	25
25	0.75		25	0.80	
T1	0.94	0.93	T1	0.95	0.94
T2	0.75	0.75	T2	0.80	0.80

TABLE L-17

COMPANY PRIDE (CPRIDE)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	23	24
24	0.58	
T1	0.89	0.89
T2	0.58	0.58

PRE QUESTIONNAIRE

	23	24
24	0.36	
T1	0.85	0.80
T2	0.36	0.36

TABLE L-18

COMPANY PRIDE (CPRIDE)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	23	24
24	0.78	
T1	0.94	0.94
T2	0.78	0.78

PRE QUESTIONNAIRE

	23	24
24	0.46	
T1	0.86	0.84
T2	0.46	0.46

TABLE L-19

ORGANIZATIONAL IDENTIFICATION (ORGID)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	20	21	22	23	24
21	0.61				
22	0.57	0.56			
23	0.57	0.52	0.58		
24	0.66	0.58	0.60	0.68	
T1	0.84	0.79	0.79	0.81	0.85
T2	0.72	0.67	0.69	0.70	0.76

PLATOON LEVEL ITEMS

	20	21	22	23	24
21	0.77				
22	0.72	0.69			
23	0.74	0.77	0.65		
24	0.79	0.80	0.72	0.83	
T1	0.90	0.90	0.84	0.89	0.93
T2	0.84	0.84	0.76	0.83	0.88

TABLE L-19 CONT.

ORGANIZATIONAL IDENTIFICATION (ORGID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	20	21	22	23	24
21	0.62				
22	0.57	0.56			
23	0.56	0.54	0.57		
24	0.66	0.57	0.61	0.67	
T1	0.84	0.80	0.80	0.81	0.85
T2	0.73	0.68	0.69	0.70	0.76

PLATOON LEVEL ITEMS

	20	21	22	23	24
21	0.67				
22	0.68	0.73			
23	0.74	0.74	0.75		
24	0.69	0.74	0.80	0.76	
T1	0.86	0.87	0.89	0.90	0.90
T2	0.77	0.80	0.83	0.84	0.84

TABLE L-20

ORGANIZATIONAL IDENTIFICATION (ORGID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	26	27	28	29	30
27	0.65				
28	0.62	0.55			
29	0.57	0.53	0.59		
30	0.68	0.56	0.62	0.69	
T1	0.86	0.79	0.80	0.82	0.86
T2	0.76	0.68	0.71	0.70	0.77

PLATOON LEVEL ITEMS

	26	27	28	29	30
27	0.75				
28	0.70	0.79			
29	0.68	0.62	0.63		
30	0.72	0.56	0.65	0.82	
T1	0.89	0.85	0.86	0.87	0.86
T2	0.82	0.77	0.79	0.78	0.79

TABLE L-20 CONT.

ORGANIZATIONAL IDENTIFICATION (ORGID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	26	27	28	29	30
27	0.63				
28	0.58	0.58			
29	0.69	0.49	0.65		
30	0.63	0.53	0.67	0.73	
T1	0.85	0.77	0.83	0.85	0.86
T2	0.75	0.65	0.73	0.76	0.77

PLATOON LEVEL ITEMS

	26	27	28	29	30
27	0.67				
28	0.54	0.60			
29	0.64	0.44	0.64		
30	0.56	0.55	0.74	0.73	
T1	0.80	0.77	0.85	0.83	0.87
T2	0.71	0.65	0.76	0.73	0.78

TABLE L-21

ORGANIZATIONAL IDENTIFICATION (ORGID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	25	26	27	28	29
26	0.80				
27	0.57	0.49			
28	0.65	0.52	0.43		
29	0.64	0.60	0.49	0.79	
T1	0.89	0.82	0.73	0.82	0.85
T2	0.81	0.73	0.57	0.72	0.76

PRE QUESTIONNAIRE

	25	26	27	28	29
26	0.75				
27	0.61	0.44			
28	0.69	0.57	0.63		
29	0.75	0.64	0.62	0.82	
T1	0.89	0.80	0.77	0.87	0.90
T2	0.83	0.69	0.65	0.80	0.84

TABLE L-21 CONT.

ORGANIZATION IDENTIFICATION (ORGID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	25	26	27	28	29
26	0.24				
27	0.56	0.39			
28	0.43	0.51	0.72		
29	0.50	0.52	0.68	0.78	
T1	0.74	0.62	0.85	0.86	0.87
T2	0.53	0.48	0.75	0.77	0.79

PRE QUESTIONNAIRE

	25	26	27	28	29
26	0.55				
27	0.50	0.28			
28	0.50	0.34	0.66		
29	0.65	0.53	0.73	0.72	
T1	0.82	0.67	0.79	0.79	0.90
T2	0.68	0.51	0.66	0.69	0.84

APPENDIX M

FACTOR ANALYSES OF COHESION ITEMS

Appendix M contains the results of the factor analyses after Varimax rotation for the items in the scales measuring the cohesion constructs. Identifying characteristics located in the heading of each table include the rater (SM, SL, PS, PL), type of item rated, questionnaire (base or pre), the amount of variance accounted for by the factors, and the number of factors produced in each analysis. In addition, the item number and its original scale are listed. Factor loadings greater than or equal to .40 are listed in their respective factor columns.

TABLE M-1

FACTOR LOADINGS OF COHESION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 68.4% OF VARIANCE ACCOUNTED FOR AT BASE
 68.6% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BOTH BASE AND PRE
 BASE N = 1214 PRE N = 1165

ITEM	SCALE	BASELINE		PRE	
		FACTORS		FACTORS	
		1	2	1	2
11	SMHBOND	0.84		0.82	
12	SMHBOND	0.81		0.80	
13	SMHBOND	0.76		0.76	
14	SMHBOND	0.76		0.76	
15	LHBOND		0.80		0.81
16	LHBOND		0.89		0.90
17	LHBOND		0.86		0.85
18	PPRIDE	0.45	0.58	0.50	0.53
19	PPRIDE	0.48	0.53	0.49	0.51

TABLE M-2

FACTOR LOADINGS OF COHESION ITEMS

AFTER VARIMAX ROTATION

RATINGS BY SQUAD LEADERS, PLATOON SERGEANTS, AND PLATOON LEADERS

ITEM NUMBER BASED ON SQUAD LEADER QUESTIONNAIRE

PS AND PL ITEMS IDENTICAL TO SQUAD LEADER ITEMS

67.7% OF VARIANCE ACCOUNTED FOR AT BASE

68.3% OF VARIANCE ACCOUNTED FOR AT PRE

3 FACTORS PRODUCED AT BOTH BASE AND PRE

BASE N = 330 PRE N = 308

ITEM	SCALE	BASELINE			PRE		
		FACTORS			FACTORS		
		1	2	3	1	2	3
11	SMHBOND			0.82			0.81
12	SMHBOND			0.86			0.83
13	SMHBOND			0.77			0.78
14	SMHBOND			0.71			0.77
15	LHBOND		0.72			0.75	
16	LHBOND		0.84			0.80	
17	LHBOND		0.79			0.75	
18	LVBOND	0.80			0.85		
19	LVBOND	0.76			0.77		
20	LVBOND	0.80			0.81		
21	LVBOND	0.74			0.77		
22	PPRIDE		0.69			0.74	
23	PPRIDE		0.61			0.70	
24	CPRIDE	0.64	0.45		0.64		
25	CPRIDE	0.58	0.44		0.59		

TABLE M-3

FACTOR LOADINGS OF ORGANIZATIONAL IDENTIFICATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 67.8% OF VARIANCE ACCOUNTED FOR AT BASE
 68.0% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1219 PRE N = 1166

ITEM	SCALE	BASELINE	PRE
		FACTORS 1	FACTORS 1
20	ORGID	0.83	0.83
21	ORGID	0.79	0.80
22	ORGID	0.80	0.81
23	ORGID	0.82	0.82
24	ORGID	0.86	0.86

APPENDIX N

REVISED MEASURES OF COHESION CONSTRUCTS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix N contain inter-item and item-total correlations for the revised scales measuring the motivation constructs in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE N-1

PLATOON IDENTIFICATION (PID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	15	16	17	18	19
16	0.73				
17	0.64	0.77			
18	0.48	0.51	0.53		
19	0.43	0.47	0.50	0.58	
T1	0.81	0.86	0.84	0.77	0.73
T2	0.70	0.77	0.75	0.63	0.59

PLATOON LEVEL ITEMS

	15	16	17	18	19
16	0.93				
17	0.85	0.91			
18	0.69	0.73	0.77		
19	0.61	0.67	0.72	0.84	
T1	0.90	0.94	0.94	0.90	0.85
T2	0.85	0.90	0.90	0.82	0.77

TABLE N-1 CONT.

PLATOON IDENTIFICATION (PID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	15	16	17	18	19
16	0.75				
17	0.65	0.79			
18	0.49	0.52	0.52		
19	0.44	0.49	0.52	0.53	
T1	0.82	0.88	0.85	0.77	0.73
T2	0.70	0.79	0.76	0.61	0.59

PLATOON LEVEL ITEMS

	15	16	17	18	19
16	0.91				
17	0.84	0.88			
18	0.71	0.75	0.75		
19	0.67	0.69	0.71	0.73	
T1	0.91	0.94	0.93	0.89	0.83
T2	0.87	0.90	0.89	0.80	0.76

TABLE N-2

PLATOON IDENTIFICATION (PID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	15	16	17	22	23
16	0.75				
17	0.64	0.78			
22	0.54	0.62	0.49		
23	0.43	0.47	0.44	0.53	
T1	0.84	0.90	0.82	0.79	0.69
T2	0.73	0.83	0.72	0.66	0.55

PLATOON LEVEL ITEMS

	15	16	17	22	23
16	0.92				
17	0.79	0.86			
22	0.66	0.69	0.57		
23	0.66	0.59	0.59	0.65	
T1	0.93	0.94	0.87	0.83	0.78
T2	0.88	0.89	0.80	0.71	0.70

TABLE N-2 CONT.

PLATOON IDENTIFICATION (PID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	15	16	17	22	23
16	0.72				
17	0.49	0.68			
22	0.58	0.49	0.54		
23	0.51	0.48	0.50	0.71	
T1	0.82	0.84	0.79	0.82	0.77
T2	0.70	0.73	0.66	0.70	0.66

PLATOON LEVEL ITEMS

	15	16	17	22	23
16	0.81				
17	0.59	0.81			
22	0.66	0.69	0.67		
23	0.48	0.61	0.55	0.69	
T1	0.84	0.92	0.85	0.87	0.77
T2	0.74	0.87	0.76	0.79	0.66

TABLE N-3

PLATOON IDENTIFICATION (PID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	14	15	16	21	22
15	0.72				
16	0.39	0.49			
21	0.27	0.50	0.39		
22	0.28	0.31	0.41	0.64	
T1	0.69	0.81	0.70	0.78	0.73
T2	0.53	0.67	0.54	0.61	0.55

PRE QUESTIONNAIRE

	14	15	16	21	22
15	0.68				
16	0.62	0.75			
21	0.32	0.24	0.34		
22	0.41	0.36	0.39	0.53	
T1	0.83	0.83	0.84	0.61	0.67
T2	0.68	0.70	0.72	0.42	0.53

TABLE N-4

PLATOON IDENTIFICATION (PID)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON LEADERS

BASELINE QUESTIONNAIRE

	14	15	16	21	22
15	0.56				
16	0.45	0.51			
21	0.33	0.32	0.53		
22	0.48	0.54	0.61	0.75	
T1	0.74	0.78	0.81	0.72	0.85
T2	0.57	0.61	0.66	0.58	0.77

PRE QUESTIONNAIRE

	14	15	16	21	22
15	0.66				
16	0.59	0.68			
21	0.34	0.29	0.15		
22	0.27	0.21	0.14	0.52	
T1	0.80	0.79	0.70	0.67	0.60
T2	0.65	0.64	0.53	0.44	0.39

TABLE N-5

COMPANY IDENTIFICATION (CID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	18	19	20	21	24	25
19	0.73					
20	0.67	0.64				
21	0.53	0.51	0.54			
24	0.51	0.57	0.51	0.45		
25	0.51	0.50	0.53	0.49	0.65	
T1	0.83	0.83	0.82	0.74	0.78	0.76
T2	0.75	0.74	0.73	0.62	0.66	0.66

PLATOON LEVEL ITEMS

	18	19	20	21	24	25
19	0.80					
20	0.77	0.71				
21	0.57	0.56	0.69			
24	0.60	0.73	0.68	0.55		
25	0.66	0.69	0.71	0.61	0.75	
T1	0.86	0.88	0.89	0.77	0.85	0.87
T2	0.80	0.82	0.84	0.68	0.77	0.80

TABLE N-5 CONT.

COMPANY IDENTIFICATION (CID)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	18	19	20	21	24	25
19	0.77					
20	0.66	0.67				
21	0.59	0.48	0.59			
24	0.60	0.59	0.54	0.56		
25	0.53	0.54	0.55	0.62	0.60	
T1	0.85	0.83	0.83	0.79	0.79	0.78
T2	0.78	0.75	0.74	0.69	0.70	0.68

PLATOON LEVEL ITEMS

	18	19	20	21	24	25
19	0.91					
20	0.74	0.72				
21	0.70	0.61	0.67			
24	0.79	0.76	0.66	0.75		
25	0.71	0.71	0.70	0.76	0.81	
T1	0.92	0.89	0.85	0.85	0.90	0.88
T2	0.88	0.84	0.78	0.78	0.86	0.83

TABLE N-6

COMPANY IDENTIFICATION (CID)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	17	18	19	20	23	24
18	0.62					
19	0.55	0.57				
20	0.32	0.55	0.55			
23	0.50	0.59	0.50	0.52		
24	0.35	0.57	0.59	0.36	0.59	
T1	0.72	0.84	0.81	0.71	0.81	0.75
T2	0.59	0.76	0.71	0.58	0.70	0.62

PRE QUESTIONNAIRE

	17	18	19	20	23	24
18	0.71					
19	0.47	0.60				
20	0.69	0.59	0.44			
23	0.40	0.51	0.44	0.39		
24	0.23	0.42	0.45	0.12	0.57	
T1	0.80	0.85	0.76	0.76	0.70	0.59
T2	0.68	0.78	0.63	0.60	0.59	0.44

TABLE N-7

COMPANY IDENTIFICATION (CID)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON LEADERS

BASELINE QUESTIONNAIRE

	17	18	19	20	23	24
18	0.67					
19	0.66	0.63				
20	0.66	0.58	0.52			
23	0.64	0.43	0.71	0.48		
24	0.62	0.34	0.58	0.40	0.77	
T1	0.87	0.76	0.86	0.76	0.81	0.76
T2	0.82	0.65	0.77	0.64	0.74	0.65

PRE QUESTIONNAIRE

	17	18	19	20	23	24
18	0.58					
19	0.64	0.61				
20	0.70	0.55	0.64			
23	0.18	0.37	0.30	0.37		
24	0.12	0.28	0.32	0.38	0.47	
T1	0.75	0.77	0.81	0.86	0.60	0.57
T2	0.63	0.66	0.70	0.75	0.44	0.41

APPENDIX O

ORIGINAL MEASURES OF LEADERSHIP COMPETENCIES: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix O contain inter-item and item-total correlations for the original scales measuring the leadership competencies in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE 0-1

SQUAD LEADER MOTIVATING SUBORDINATES (MOTSUBSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	43	44	45	46		43	44	45	52
44	0.72				44	0.74			
45	0.65	0.59			45	0.66	0.62		
46	0.67	0.64	0.61		46	0.69	0.69	0.62	
T1	0.88	0.86	0.82	0.85	T1	0.89	0.87	0.83	0.86
T2	0.78	0.75	0.70	0.73	T2	0.80	0.77	0.71	0.75

PLATOON LEVEL ITEMS

	43	44	45	46		43	44	45	52
44	0.85				44	0.84			
45	0.83	0.78			45	0.79	0.79		
46	0.77	0.74	0.75		46	0.82	0.88	0.76	
T1	0.90	0.90	0.91	0.89	T1	0.92	0.92	0.90	0.90
T2	0.89	0.85	0.85	0.80	T2	0.87	0.90	0.82	0.87

TABLE 0-2

PLATOON SERGEANT MOTIVATING SUBORDINATES (MOTSUBPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	74	75	76	77		74	75	76	83
75	0.70				75	0.77			
76	0.70	0.64			76	0.70	0.69		
77	0.68	0.69	0.63		77	0.73	0.71	0.65	
T1	0.88	0.87	0.85	0.86	T1	0.90	0.90	0.86	0.87
T2	0.79	0.76	0.74	0.75	T2	0.82	0.81	0.75	0.77

PLATOON LEVEL ITEMS

	74	75	76	77		74	75	76	83
75	0.89				75	0.92			
76	0.83	0.75			76	0.86	0.85		
77	0.88	0.91	0.75		77	0.92	0.94	0.86	
T1	0.95	0.94	0.88	0.94	T1	0.97	0.95	0.93	0.96
T2	0.93	0.90	0.81	0.90	T2	0.93	0.94	0.88	0.94

TABLE 0-3

PLATOON SERGEANT MOTIVATING SUBORDINATES (MOTSUBPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	43	44	45	52		43	44	45	52
44	0.72				44	0.76			
45	0.74	0.63			45	0.76	0.74		
52	0.70	0.65	0.66		52	0.76	0.67	0.73	
T1	0.90	0.85	0.86	0.86	T1	0.92	0.88	0.90	0.88
T2	0.82	0.74	0.76	0.75	T2	0.84	0.79	0.82	0.79

PLATOON LEVEL ITEMS

	43	44	45	52		43	44	45	52
44	0.70				44	0.82			
45	0.83	0.72			45	0.77	0.82		
52	0.83	0.80	0.83		52	0.76	0.77	0.79	
T1	0.91	0.87	0.91	0.95	T1	0.91	0.92	0.91	0.91
T2	0.85	0.79	0.86	0.89	T2	0.84	0.87	0.85	0.83

TABLE 0-4

PLATOON LEADER MOTIVATING SUBORDINATES (MOTSUBPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	83	84	85	94		83	84	85	94
84	0.76				84	0.75			
85	0.82	0.66			85	0.82	0.74		
94	0.73	0.74	0.70		94	0.73	0.63	0.74	
T1	0.92	0.88	0.89	0.88	T1	0.92	0.87	0.92	0.86
T2	0.86	0.79	0.80	0.79	T2	0.85	0.77	0.86	0.76

PLATOON LEVEL ITEMS

	83	84	85	86		83	84	85	95
84	0.78				84	0.82			
85	0.80	0.67			85	0.84	0.82		
86	0.81	0.79	0.75		95	0.79	0.68	0.78	
T1	0.90	0.88	0.89	0.92	T1	0.94	0.89	0.92	0.88
T2	0.88	0.81	0.80	0.86	T2	0.89	0.83	0.88	0.79

TABLE 0-5

PLATOON LEADER MOTIVATING SUBORDINATES (MOTSUBPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	56	57	58	67
57	0.66			
58	0.65	0.74		
67	0.68	0.68	0.59	
T1	0.87	0.88	0.86	0.85
T2	0.75	0.79	0.75	0.73

PRE QUESTIONNAIRE

	56	57	58	67
57	0.58			
58	0.60	0.55		
67	0.75	0.61	0.57	
T1	0.87	0.83	0.79	0.86
T2	0.75	0.67	0.65	0.76

TABLE 0-6

COMPANY COMMANDER MOTIVATING SUBORDINATES (MOTSUBCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	77	78	79	80	89
78	0.78				
79	0.68	0.69			
80	0.58	0.73	0.64		
89	0.50	0.67	0.45	0.74	
T1	0.83	0.90	0.80	0.88	0.81
T2	0.73	0.86	0.71	0.79	0.69

PRE QUESTIONNAIRE

	77	78	79	89
78	0.82			
79	0.72	0.58		
89	0.76	0.63	0.74	
T1	0.93	0.85	0.86	0.88
T2	0.87	0.73	0.75	0.80

TABLE 0-7

SQUAD LEADER TEAM DEVELOPMENT (TMDEVSL)
 ITEMS AND INTRA-SCALE CORRELATION
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	46	47	66	67	68
47	0.76				
66	0.57	0.64			
67	0.53	0.59	0.74		
68	0.50	0.53	0.65	0.73	
T1	0.80	0.84	0.86	0.86	0.82
T2	0.69	0.74	0.77	0.77	0.71

PLATOON LEVEL ITEMS

	46	47	66	67	68
47	0.86				
66	0.75	0.80			
67	0.76	0.81	0.80		
68	0.74	0.72	0.70	0.79	
T1	0.90	0.89	0.88	0.90	0.87
T2	0.85	0.88	0.83	0.87	0.80

TABLE 0-7 CONT.

SQUAD LEADER TEAM DEVELOPMENT (TMDEVSL)
 ITEMS AND INTRA-SCALE CORRELATION
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	46	47	66	67	68
47	0.78				
66	0.63	0.65			
67	0.59	0.61	0.73		
68	0.55	0.55	0.64	0.72	
T1	0.83	0.84	0.86	0.86	0.82
T2	0.74	0.75	0.77	0.78	0.71

PLATOON LEVEL ITEMS

	46	47	66	67	68
47	0.92				
66	0.76	0.84			
67	0.75	0.81	0.89		
68	0.68	0.76	0.80	0.90	
T1	0.86	0.91	0.92	0.94	0.91
T2	0.83	0.90	0.89	0.91	0.84

TABLE 0-8

PLATOON SERGEANT TEAM DEVELOPMENT (TMDEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	77	78	79	97	98	99
78	0.73					
79	0.79	0.78				
97	0.68	0.66	0.69			
98	0.67	0.69	0.69	0.75		
99	0.59	0.62	0.61	0.66	0.73	
T1	0.86	0.87	0.88	0.86	0.88	0.80
T2	0.80	0.80	0.83	0.80	0.82	0.73

PLATOON LEVEL ITEMS

	77	78	79	97	98	99
78	0.89					
79	0.93	0.90				
97	0.89	0.91	0.88			
98	0.84	0.92	0.85	0.86		
99	0.81	0.90	0.82	0.86	0.91	
T1	0.93	0.96	0.94	0.94	0.94	0.92
T2	0.92	0.95	0.92	0.93	0.92	0.90

TABLE 0-8 CONT.

PLATOON SERGEANT TEAM DEVELOPMENT (TMDEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	77	78	79	97	98	99
78	0.75					
79	0.83	0.78				
97	0.70	0.67	0.70			
98	0.67	0.65	0.67	0.81		
99	0.60	0.62	0.59	0.72	0.75	
T1	0.87	0.86	0.87	0.88	0.87	0.82
T2	0.81	0.79	0.82	0.83	0.82	0.74

PLATOON LEVEL ITEMS

	77	78	79	97	98	99
78	0.91					
79	0.96	0.94				
97	0.90	0.90	0.91			
98	0.87	0.90	0.88	0.94		
99	0.85	0.88	0.86	0.89	0.91	
T1	0.94	0.95	0.96	0.96	0.95	0.93
T2	0.93	0.94	0.95	0.94	0.94	0.91

TABLE 0-9

PLATOON SERGEANT SOLDIER TEAM DEVELOPMENT (TMDEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	46	47	48	66	67	68
47	0.65					
48	0.73	0.79				
66	0.69	0.61	0.70			
67	0.54	0.55	0.60	0.69		
68	0.61	0.53	0.56	0.65	0.73	
T1	0.84	0.82	0.87	0.84	0.81	0.80
T2	0.76	0.74	0.81	0.80	0.73	0.72

PLATOON LEVEL ITEMS

	46	47	48	66	67	68
47	0.71					
48	0.77	0.84				
66	0.71	0.74	0.77			
67	0.60	0.72	0.67	0.72		
68	0.69	0.69	0.66	0.63	0.80	
T1	0.86	0.90	0.90	0.86	0.86	0.85
T2	0.79	0.85	0.85	0.81	0.79	0.78

TABLE 0-9 CONT.

PLATOON SERGEANT SOLDIER TEAM DEVELOPMENT (TMDEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	46	47	48	66	67	68
47	0.70					
48	0.74	0.75				
66	0.66	0.63	0.71			
67	0.53	0.61	0.62	0.65		
68	0.44	0.54	0.63	0.59	0.69	
T1	0.81	0.85	0.89	0.84	0.82	0.78
T2	0.72	0.77	0.83	0.78	0.74	0.68

PLATOON LEVEL ITEMS

	46	47	48	66	67	68
47	0.70					
48	0.72	0.85				
66	0.57	0.69	0.75			
67	0.48	0.72	0.77	0.74		
68	0.42	0.60	0.72	0.77	0.76	
T1	0.76	0.89	0.94	0.87	0.86	0.83
T2	0.65	0.83	0.90	0.82	0.81	0.75

TABLE 0-10

PLATOON SERGEANT SOLDIER TEAM DEVELOPMENT (TMDEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	69	70	71
70	0.73		
71	0.47	0.70	
T1	0.84	0.93	0.83
T2	0.65	0.84	0.63

PRE QUESTIONNAIRE

	69	70	71
70	0.73		
71	0.24	0.44	
T1	0.83	0.90	0.68
T2	0.58	0.75	0.36

TABLE 0-11

PLATOON LEADER TEAM DEVELOPMENT (TMDEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	86	87	88	108	109	110
87	0.64					
88	0.75	0.78				
108	0.72	0.69	0.72			
109	0.62	0.69	0.69	0.84		
110	0.71	0.66	0.65	0.74	0.70	
T1	0.84	0.86	0.87	0.90	0.87	0.86
T2	0.78	0.79	0.82	0.86	0.81	0.78

PLATOON LEVEL ITEMS

	86	87	88	108	109	110
87	0.65					
88	0.81	0.80				
108	0.78	0.73	0.81			
109	0.65	0.81	0.71	0.82		
110	0.66	0.71	0.69	0.81	0.78	
T1	0.85	0.85	0.85	0.89	0.85	0.82
T2	0.78	0.83	0.85	0.89	0.85	0.81

TABLE 0-11 CONT.

PLATOON LEADER TEAM DEVELOPMENT (TMDEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	86	88	89	109	110	111
88	0.58					
89	0.76	0.72				
109	0.66	0.54	0.70			
110	0.54	0.51	0.60	0.74		
111	0.61	0.41	0.61	0.66	0.71	
T1	0.82	0.76	0.88	0.86	0.83	0.81
T2	0.75	0.64	0.82	0.80	0.74	0.71

PLATOON LEVEL ITEMS

	86	88	89	109	110	111
88	0.66					
89	0.80	0.71				
109	0.76	0.58	0.75			
110	0.70	0.52	0.68	0.82		
111	0.79	0.54	0.70	0.79	0.75	
T1	0.86	0.73	0.85	0.86	0.84	0.89
T2	0.86	0.67	0.84	0.85	0.79	0.82

TABLE 0-12

PLATOON LEADER TEAM DEVELOPMENT (TMDEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	59	60	61	84	85	86
60	0.48					
61	0.74	0.51				
84	0.67	0.48	0.65			
85	0.15	0.67	0.47	0.23		
86	0.09	0.35	0.22	0.17	0.70	
T1	0.67	0.81	0.79	0.69	0.77	0.62
T2	0.54	0.69	0.68	0.57	0.64	0.42

PRE QUESTIONNAIRE

	59	60	61	84	85	86
60	0.61					
61	0.77	0.71				
84	0.71	0.52	0.70			
85	0.66	0.64	0.65	0.68		
86	0.52	0.43	0.59	0.55	0.74	
T1	0.84	0.79	0.88	0.81	0.87	0.78
T2	0.77	0.68	0.82	0.74	0.82	0.66

TABLE 0-13

COMPANY COMMANDER SOLDIER TEAM DEVELOPMENT (TMDEVCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	81	82	83	104	105	106
82	0.74					
83	0.59	0.78				
104	0.65	0.66	0.67			
105	0.70	0.72	0.66	0.79		
106	0.56	0.55	0.59	0.73	0.77	
T1	0.81	0.86	0.83	0.89	0.90	0.82
T2	0.74	0.79	0.76	0.82	0.86	0.74

PRE QUESTIONNAIRE

	80	81	82	83	104	105	106
81	0.69						
82	0.69	0.68					
83	0.81	0.72	0.72				
104	0.57	0.54	0.68	0.60			
105	0.73	0.76	0.74	0.74	0.77		
106	0.65	0.63	0.66	0.66	0.59	0.78	
T1	0.86	0.83	0.87	0.87	0.79	0.92	0.82
T2	0.80	0.78	0.81	0.83	0.72	0.88	0.76

TABLE 0-14

SQUAD LEADER TEACHING TRAINING (TEACHSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	48	49	50	51		48	49	50	51
49	0.73				49	0.75			
50	0.70	0.70			50	0.70	0.71		
51	0.66	0.70	0.70		51	0.65	0.69	0.75	
T1	0.88	0.89	0.87	0.87	T1	0.88	0.89	0.89	0.87
T2	0.78	0.80	0.78	0.76	T2	0.78	0.80	0.81	0.77

PLATOON LEVEL ITEMS

	48	49	50	51		48	49	50	51
49	0.85				49	0.87			
50	0.89	0.86			50	0.78	0.84		
51	0.84	0.89	0.87		51	0.77	0.81	0.87	
T1	0.94	0.94	0.94	0.94	T1	0.92	0.93	0.93	0.92
T2	0.90	0.90	0.91	0.91	T2	0.86	0.90	0.88	0.86

TABLE 0-15

PLATOON SERGEANT TEACHING TRAINING (TEACHPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
INDIVIDUAL LEVEL ITEMS							
	80	81	82		80	81	82
81	0.76			81	0.77		
82	0.75	0.77		82	0.77	0.77	
T1	0.91	0.92	0.92	T1	0.92	0.92	0.92
T2	0.81	0.82	0.81	T2	0.82	0.82	0.82
PLATOON LEVEL ITEMS							
	80	81	82		80	81	82
81	0.85			81	0.93		
82	0.92	0.89		82	0.91	0.91	
T1	0.96	0.96	0.97	T1	0.98	0.98	0.97
T2	0.91	0.89	0.93	T2	0.94	0.94	0.93

TABLE 0-16

PLATOON SERGEANT TEACHING TRAINING (TEACHPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
INDIVIDUAL LEVEL ITEMS							
	49	50	51		49	50	51
50	0.82			50	0.85		
51	0.82	0.79		51	0.81	0.79	
T1	0.94	0.93	0.93	T1	0.94	0.93	0.92
T2	0.87	0.84	0.84	T2	0.87	0.86	0.83
PLATOON LEVEL ITEMS							
	49	50	51		49	50	51
50	0.86			50	0.86		
51	0.89	0.83		51	0.87	0.88	
T1	0.96	0.94	0.94	T1	0.95	0.94	0.96
T2	0.91	0.87	0.89	T2	0.89	0.90	0.90

TABLE 0-17

PLATOON SERGEANT TEACHING TRAINING (TEACHPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	53	54	55
54	0.77		
55	0.81	0.76	
T1	0.92	0.92	0.92
T2	0.84	0.81	0.83

PRE QUESTIONNAIRE

	53	54	55
54	0.86		
55	0.87	0.84	
T1	0.95	0.94	0.95
T2	0.90	0.87	0.89

TABLE 0-18

PLATOON LEADER TEACHING TRAINING (TEACHPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	89	90	91		90	91	92
90	0.78			91	0.79		
91	0.80	0.72		92	0.78	0.77	
T1	0.93	0.90	0.92	T1	0.93	0.92	0.92
T2	0.85	0.79	0.81	T2	0.83	0.83	0.82

PLATOON LEVEL ITEMS

	89	90	91		90	91	92
90	0.84			91	0.80		
91	0.82	0.77		92	0.87	0.82	
T1	0.95	0.92	0.92	T1	0.94	0.91	0.95
T2	0.88	0.85	0.83	T2	0.87	0.84	0.89

TABLE 0-19

PLATOON LEADER TEACHING (TEACHPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	62	63	64
63	0.83		
64	0.81	0.79	
T1	0.94	0.93	0.92
T2	0.86	0.85	0.84

PRE QUESTIONNAIRE

	62	63	64
63	0.80		
64	0.66	0.78	
T1	0.90	0.94	0.89
T2	0.77	0.86	0.76

TABLE 0-20

COMPANY COMMANDER TEACHING TRAINING (TEACHCC)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	84	85	86
85	0.83		
86	0.78	0.82	
T1	0.92	0.94	0.93
T2	0.84	0.87	0.84

PRE QUESTIONNAIRE

	84	85	86
85	0.67		
86	0.75	0.84	
T1	0.88	0.91	0.94
T2	0.74	0.80	0.87

TABLE 0-21

**SQUAD LEADER PLANNING (PLANSI)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS,
BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS**

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	53	54	55	56		53	54	55	56
54	0.77				54	0.79			
55	0.74	0.78			55	0.76	0.80		
56	0.73	0.75	0.77		56	0.75	0.76	0.79	
T1	0.89	0.91	0.91	0.90	T1	0.91	0.92	0.91	0.90
T2	0.81	0.84	0.84	0.81	T2	0.83	0.85	0.85	0.83

PLATOON LEVEL ITEMS

	53	54	55	56		53	54	55	56
54	0.87				54	0.92			
55	0.86	0.88			55	0.87	0.92		
56	0.81	0.88	0.84		56	0.86	0.86	0.90	
T1	0.93	0.95	0.95	0.93	T1	0.94	0.94	0.94	0.96
T2	0.88	0.92	0.90	0.88	T2	0.91	0.93	0.93	0.90

TABLE 0-22

PLATOON SERGEANT PLANNING (PLANPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	84	85	86	87		84	85	86	87
85	0.83				85	0.82			
86	0.79	0.81			86	0.79	0.82		
87	0.75	0.79	0.80		87	0.78	0.83	0.82	
T1	0.91	0.93	0.92	0.90	T1	0.91	0.93	0.92	0.92
T2	0.85	0.87	0.86	0.83	T2	0.85	0.89	0.87	0.87

PLATOON LEVEL ITEMS

	84	85	86	87		84	85	86	87
85	0.92				85	0.96			
86	0.94	0.94			86	0.93	0.96		
87	0.93	0.94	0.96		87	0.95	0.95	0.93	
T1	0.97	0.97	0.98	0.97	T1	0.97	0.98	0.97	0.98
T2	0.95	0.95	0.97	0.96	T2	0.96	0.98	0.95	0.96

TABLE 0-23

**PLATOON SERGEANT PLANNING (PLANPS)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS**

BASELINE QUESTIONNAIRE**PRE QUESTIONNAIRE****INDIVIDUAL LEVEL ITEMS**

	53	54	55	56		53	54	55	56
54	0.78				54	0.80			
55	0.79	0.87			55	0.86	0.85		
56	0.77	0.82	0.85		56	0.80	0.82	0.86	
T1	0.90	0.93	0.94	0.92	T1	0.93	0.92	0.95	0.93
T2	0.82	0.88	0.90	0.86	T2	0.87	0.87	0.91	0.87

PLATOON LEVEL ITEMS

	53	54	55	56		53	54	55	56
54	0.76				54	0.90			
55	0.79	0.92			55	0.93	0.91		
56	0.82	0.86	0.93		56	0.88	0.90	0.92	
T1	0.89	0.94	0.95	0.95	T1	0.96	0.96	0.97	0.96
T2	0.81	0.89	0.94	0.92	T2	0.93	0.93	0.95	0.93

TABLE 0-24

PLATOON SERGEANT PLANNING (PLANPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	57	58	59	60
58	0.75			
59	0.76	0.72		
60	0.84	0.86	0.83	
T1	0.91	0.91	0.89	0.96
T2	0.84	0.83	0.82	0.92

PRE QUESTIONNAIRE

	57	58	59	60
58	0.82			
59	0.80	0.78		
60	0.82	0.75	0.87	
T1	0.92	0.90	0.93	0.93
T2	0.87	0.83	0.88	0.87

TABLE 0-25

PLATOON LEADER PLANNING (PLANPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	92	93	95	96	97	98
93	0.87					
95	0.77	0.71				
96	0.73	0.68	0.87			
97	0.72	0.66	0.85	0.85		
98	0.69	0.65	0.80	0.79	0.86	
T1	0.89	0.85	0.92	0.91	0.91	0.88
T2	0.84	0.78	0.89	0.87	0.87	0.84

PLATOON LEVEL ITEMS

	92	93	95	96	97	98
93	0.89					
95	0.77	0.77				
96	0.80	0.79	0.92			
97	0.79	0.72	0.92	0.91		
98	0.75	0.70	0.85	0.83	0.90	
T1	0.90	0.88	0.92	0.92	0.92	0.90
T2	0.86	0.83	0.92	0.92	0.92	0.86

TABLE 0-25 CONT.

PLATOON LEADER PLANNING (PLANPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	93	94	96	97	98	99
94	0.90					
96	0.70	0.67				
97	0.69	0.70	0.83			
98	0.77	0.74	0.84	0.88		
99	0.68	0.69	0.78	0.84	0.82	
T1	0.88	0.87	0.89	0.91	0.93	0.88
T2	0.82	0.82	0.84	0.87	0.90	0.84

PLATOON LEVEL ITEMS

	93	94	96	97	98	99
94	0.92					
96	0.80	0.70				
97	0.78	0.71	0.86			
98	0.84	0.78	0.89	0.91		
99	0.76	0.72	0.83	0.82	0.85	
T1	0.92	0.87	0.91	0.92	0.95	0.90
T2	0.89	0.82	0.88	0.88	0.93	0.86

TABLE 0-26

PLATOON LEADER PLANNING (PLANPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	65	66	68	69	70	71
66	0.80					
68	0.84	0.71				
69	0.81	0.63	0.81			
70	0.82	0.72	0.86	0.79		
71	0.77	0.64	0.80	0.69	0.79	
T1	0.94	0.84	0.93	0.87	0.92	0.87
T2	0.91	0.76	0.90	0.82	0.89	0.81

PRE QUESTIONNAIRE

	65	66	68	69	70	71
66	0.89					
68	0.71	0.66				
69	0.73	0.71	0.87			
70	0.65	0.65	0.85	0.80		
71	0.67	0.66	0.78	0.76	0.80	
T1	0.88	0.86	0.91	0.91	0.88	0.87
T2	0.82	0.80	0.87	0.87	0.83	0.82

TABLE 0-27

COMPANY COMMANDER PLANNING (PLANCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE						
	87	88	90	91	92	93
88	0.87					
90	0.74	0.72				
91	0.76	0.80	0.85			
92	0.84	0.76	0.83	0.81		
93	0.73	0.66	0.82	0.83	0.87	
T1	0.90	0.87	0.91	0.92	0.93	0.90
T2	0.86	0.82	0.87	0.89	0.91	0.85

PRE QUESTIONNAIRE						
	87	88	90	91	92	93
88	0.95					
90	0.78	0.80				
91	0.75	0.73	0.83			
92	0.77	0.77	0.84	0.83		
93	0.83	0.81	0.84	0.83	0.93	
T1	0.92	0.91	0.92	0.89	0.93	0.94
T2	0.88	0.87	0.88	0.85	0.90	0.92

TABLE 0-28

SQUAD LEADER COMMUNICATION (COMSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	57	58	59	60		57	58	59	60
58	0.77				58	0.81			
59	0.76	0.82			59	0.80	0.84		
60	0.62	0.67	0.69		60	0.71	0.71	0.74	
T1	0.88	0.91	0.91	0.84	T1	0.91	0.92	0.92	0.87
T2	0.79	0.84	0.85	0.71	T2	0.84	0.86	0.87	0.77

PLATOON LEVEL ITEMS

	57	58	59	60		57	58	59	60
58	0.93				58	0.90			
59	0.92	0.94			59	0.90	0.90		
60	0.80	0.86	0.80		60	0.86	0.89	0.84	
T1	0.95	0.97	0.95	0.91	T1	0.96	0.95	0.95	0.93
T2	0.92	0.96	0.92	0.84	T2	0.93	0.94	0.91	0.89

TABLE 0-29

PLATOON SERGEANT COMMUNICATION (COMPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRE, SQUAD MEMEBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	88	89	90	91		88	89	90	91
89	0.76				89	0.80			
90	0.80	0.80			90	0.79	0.83		
91	0.69	0.69	0.74		91	0.73	0.75	0.76	
T1	0.90	0.90	0.92	0.87	T1	0.90	0.92	0.92	0.89
T2	0.82	0.82	0.87	0.76	T2	0.83	0.87	0.86	0.80

PLATOON LEVEL ITEMS

	88	89	90	91		88	89	90	91
89	0.92				89	0.94			
90	0.94	0.94			90	0.96	0.96		
91	0.85	0.87	0.88		91	0.93	0.92	0.94	
T1	0.96	0.97	0.97	0.93	T1	0.97	0.98	0.98	0.97
T2	0.93	0.94	0.96	0.88	T2	0.96	0.96	0.97	0.95

TABLE 0-30

PLATOON SERGEANT COMMUNICATION (COMPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	57	58	59	60		57	58	59	60
58	0.85				58	0.86			
59	0.83	0.87			59	0.81	0.90		
60	0.70	0.72	0.81		60	0.75	0.77	0.79	
T1	0.92	0.93	0.95	0.88	T1	0.92	0.95	0.94	0.89
T2	0.85	0.88	0.91	0.78	T2	0.86	0.90	0.90	0.81

PLATOON LEVEL ITEMS

	57	58	59	60		57	58	59	60
58	0.88				58	0.90			
59	0.86	0.94			59	0.87	0.92		
60	0.78	0.85	0.90		60	0.81	0.83	0.89	
T1	0.93	0.96	0.97	0.92	T1	0.94	0.96	0.97	0.93
T2	0.87	0.94	0.95	0.87	T2	0.90	0.93	0.94	0.87

TABLE 0-31

PLATOON SERGEANT COMMUNICATION (COMPS)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	64	65	66
56	0.84		
66	0.78	0.76	
T1	0.94	0.93	0.90
T2	0.87	0.85	0.81

PRE QUESTIONNAIRE

	64	65	66
56	0.75		
66	0.82	0.80	
T1	0.92	0.90	0.94
T2	0.83	0.81	0.87

TABLE 0-32

PLATOON LEADER COMMUNICATION (COMPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	99	100	101	102		100	101	102	103
100	0.90				101	0.83			
101	0.82	0.87			102	0.80	0.88		
102	0.72	0.78	0.83		103	0.62	0.66	0.65	
T1	0.92	0.95	0.94	0.89	T1	0.90	0.94	0.92	0.81
T2	0.86	0.92	0.90	0.81	T2	0.83	0.89	0.87	0.68

PLATOON LEVEL ITEMS

	99	100	101	102		100	101	102	103
100	0.91				101	0.86			
101	0.85	0.89			102	0.86	0.90		
102	0.67	0.77	0.83		103	0.73	0.75	0.75	
T1	0.91	0.95	0.96	0.89	T1	0.93	0.95	0.94	0.87
T2	0.85	0.92	0.92	0.79	T1	0.87	0.90	0.90	0.77

TABLE 0-33

PLATOON LEADER COMMUNICATION (COMPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE							
	72	73	74	75	79	80	81
73	0.90						
74	0.93	0.89					
75	0.58	0.68	0.51				
79	0.80	0.79	0.73	0.49			
80	0.57	0.72	0.57	0.63	0.61		
81	0.80	0.73	0.79	0.46	0.77	0.46	
T1	0.92	0.95	0.90	0.73	0.85	0.77	0.83
T2	0.90	0.93	0.86	0.64	0.81	0.68	0.77

PRE QUESTIONNAIRE							
	72	73	74	75	79	80	81
73	0.81						
74	0.84	0.88					
75	0.82	0.83	0.85				
79	0.65	0.74	0.77	0.78			
80	0.68	0.69	0.74	0.70	0.77		
81	0.59	0.63	0.71	0.69	0.82	0.84	
T1	0.87	0.90	0.93	0.92	0.88	0.86	0.84
T2	0.82	0.86	0.91	0.88	0.84	0.82	0.78

TABLE 0-34

COMPANY COMMANDER COMMUNICATION (COMCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	94	95	96	97	98
95	0.86				
96	0.79	0.86			
97	0.64	0.72	0.75		
98	0.64	0.71	0.71	0.89	
T1	0.85	0.91	0.90	0.91	0.89
T2	0.79	0.86	0.85	0.84	0.82

PRE QUESTIONNAIRE

	94	95	96	97	98
95	0.88				
96	0.87	0.93			
97	0.60	0.60	0.66		
98	0.81	0.72	0.73	0.77	
T1	0.93	0.92	0.94	0.80	0.89
T2	0.88	0.88	0.90	0.70	0.83

TABLE 0-35

SQUAD LEADER SUPERVISION (SUPVSL)
 ITEM AND INTRA-SCALE CORRELATION
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
	61	62	63		61	62	63
62	0.76			62	0.78		
63	0.70	0.75		63	0.71	0.74	
T1	0.90	0.92	0.90	T1	0.91	0.92	0.90
T2	0.78	0.82	0.78	T2	0.80	0.82	0.77

PLATOON LEVEL ITEMS

	61	62	63		61	62	63
62	0.89			62	0.80		
63	0.87	0.86		63	0.82	0.83	
T1	0.96	0.95	0.95	T1	0.92	0.93	0.95
T2	0.91	0.90	0.89	T2	0.85	0.85	0.87

TABLE 0-36

PLATOON SERGEANT SUPERVISION (SUPVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE				PRE QUESTIONNAIRE			
	92	93	94		92	93	94
93	0.79			93	0.82		
94	0.74	0.76		94	0.78	0.81	
T1	0.92	0.92	0.90	T1	0.93	0.94	0.92
T2	0.82	0.83	0.79	T2	0.84	0.86	0.83

PLATOON LEVEL ITEMS

	92	93	94		92	93	94
93	0.95			93	0.95		
94	0.92	0.93		94	0.91	0.92	
T1	0.97	0.98	0.96	T1	0.98	0.97	0.97
T2	0.95	0.96	0.94	T2	0.95	0.95	0.93

TABLE 0-37

PLATOON SERGEANT SUPERVISION (SUPVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	61	62	63		61	62	63
62	0.80			62	0.84		
63	0.73	0.74		63	0.69	0.76	
T1	0.92	0.92	0.90	T1	0.91	0.94	0.89
T2	0.82	0.82	0.78	T2	0.82	0.87	0.76

PLATOON LEVEL ITEMS

	61	62	63		61	62	63
62	0.79			62	0.88		
63	0.74	0.80		63	0.77	0.85	
T1	0.89	0.93	0.92	T1	0.93	0.96	0.92
T2	0.81	0.85	0.81	T2	0.86	0.92	0.83

TABLE 0-38

PLATOON SERGEANT SUPERVISION (SUPVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	61	62	63
62	0.85		
63	0.82	0.81	
T1	0.95	0.94	0.93
T2	0.88	0.87	0.85

PRE QUESTIONNAIRE

	61	62	63
62	0.82		
63	0.80	0.88	
T1	0.93	0.95	0.94
T2	0.84	0.89	0.87

TABLE 0-39

PLATOON LEADER SUPERVISION (SUPVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	103	104	105		104	105	106
104	0.80			105	0.85		
105	0.71	0.74		106	0.64	0.69	
T1	0.91	0.92	0.90	T1	0.91	0.93	0.87
T2	0.80	0.83	0.77	T2	0.80	0.84	0.69

PLATOON LEVEL ITEMS

	103	104	105		104	105	106
104	0.81			105	0.88		
105	0.74	0.76		106	0.67	0.71	
T1	0.91	0.92	0.90	T1	0.93	0.94	0.87
T2	0.82	0.84	0.79	T2	0.83	0.87	0.71

TABLE 0-40

PLATOON LEADER SUPERVISION (SUPVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	76	77	78
77	0.74		
78	0.62	0.51	
T1	0.90	0.86	0.82
T2	0.78	0.69	0.60

PRE QUESTIONNAIRE

	76	77	78
77	0.70		
78	0.64	0.77	
T1	0.86	0.92	0.90
T2	0.71	0.81	0.77

TABLE 0-41

COMPANY COMMANDER SUPERVISION (SUPVCC)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	99	100	101
100	0.71		
101	0.69	0.72	
T1	0.90	0.90	0.89
T2	0.76	0.78	0.76

PRE QUESTIONNAIRE

	99	100	101
100	0.85		
101	0.76	0.71	
T1	0.94	0.92	0.89
T2	0.87	0.83	0.76

TABLE 0-42

SQUAD LEADER INITIATIVE (INITSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE			PRE QUESTIONNAIRE		
	64	65		64	65
65	0.74		65	0.73	
T1	0.93	0.93	T1	0.93	0.93
T2	0.74	0.74	T2	0.73	0.73

PLATOON LEVEL ITEMS

	64	65		64	65
65	0.84		65	0.88	
T1	0.94	0.96	T1	0.97	0.96
T2	0.84	0.84	T2	0.88	0.88

TABLE 0-43

PLATOON SERGEANT INITIATIVE (INITPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE			PRE QUESTIONNAIRE		
	95	96		95	96
96	0.78		96	0.79	
T1	0.94	0.94	T1	0.94	0.94
T2	0.78	0.78	T2	0.79	0.79

PLATOON LEVEL ITEMS

	95	96		95	96
96	0.93		96	0.94	
T1	0.97	0.98	T1	0.98	0.98
T2	0.93	0.93	T2	0.94	0.94

TABLE 0-44

PLATOON SERGEANT INITIATIVE (INITPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE			PRE		
INDIVIDUAL LEVEL ITEMS					
	64	65		64	65
65	0.83		65	0.84	
T1	0.95	0.95	T1	0.96	0.95
T2	0.83	0.83	T2	0.84	0.84
PLATOON LEVEL ITEMS					
	64	65		64	65
65	0.87		65	0.90	
T1	0.96	0.96	T1	0.97	0.97
T2	0.87	0.87	T2	0.90	0.90

TABLE 0-45

PLATOON SERGEANT INITIATIVE (INITPS)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	67	68
68	0.91	
T1	0.98	0.97
T2	0.91	0.91

PRE QUESTIONNAIRE

	67	68
68	0.88	
T1	0.97	0.96
T2	0.88	0.88

TABLE 0-46

PLATOON LEADER INITIATIVE (INITPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE		PRE			
INDIVIDUAL LEVEL ITEMS					
	106	107	107	108	
107	0.86		108	0.81	
T1	0.96	0.96	T1	0.95	0.94
T2	0.86	0.86	T2	0.81	0.81
PLATOON LEVEL ITEMS					
	106	107	107	108	
107	0.89		108	0.89	
T1	0.97	0.96	T1	0.97	0.97
T2	0.89	0.89	T2	0.89	0.89

TABLE 0-47

PLATOON LEADER INITIATIVE (INITPL)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	82	83
83	0.66	
T1	0.91	0.91
T2	0.66	0.66

PRE QUESTIONNAIRE

	82	83
83	0.83	
T1	0.96	0.95
T2	0.83	0.83

TABLE 0-48

COMPANY COMMANDER INITIATIVE (INITCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	102	103
103	0.65	
T1	0.91	0.90
T2	0.65	0.65

PRE QUESTIONNAIRE

	102	103
103	0.89	
T1	0.97	0.96
T2	0.89	0.89

APPENDIX P

FACTOR ANALYSES OF ITEMS MEASURING LEADERSHIP COMPETENCIES

Appendix P contains the results of the factor analyses after Varimax rotation for the items in the scales measuring the leadership competencies. Identifying characteristics located in the heading of each table include the rater (SM, SL, PS, PL), type of item rated, questionnaire (base or pre), the amount of variance accounted for by the factors, and the number of factors produced in each analysis. In addition, the item number and its original scale are listed. Factor loadings greater than or equal to .40 are listed in their respective factor columns.

TABLE P-1

FACTOR LOADINGS OF TASK AND DEVELOPMENTAL LEADERSHIP
 ITEMS AFTER VARIMAX ROTATION
 SQUAD MEMBERS RATING SQUAD LEADERS
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 69.0% OF VARIANCE ACCOUNTED FOR AT BASE
 70.7% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BOTH BASE AND PRE
 BASE N = 1050 PRE N = 1075

BASELINE				PRE	
ITEM	SCALE	FACTORS		FACTORS	
		1	2	1	2
43	MOTSUBSL	0.41	0.71	0.43	0.71
44	MOTSUBSL		0.78		0.78
45	MOTSUBSL	0.48	0.62	0.41	0.68
46	TMDEVSL		0.73		0.76
47	TMDEVSL	0.43	0.74	0.45	0.75
48	TEACHSL		0.74	0.46	0.71
49	TEACHSL	0.43	0.77	0.42	0.77
50	TEACHSL	0.44	0.68	0.44	0.70
51	TEACHSL		0.72	0.43	0.71
52	MOTSUBSL	0.58	0.59	0.59	0.61
53	PLANS�	0.70	0.46	0.74	0.47
54	PLANS�	0.71	0.49	0.74	0.46
55	PLANS�	0.74	0.44	0.75	0.44
56	PLANS�	0.75	0.42	0.73	0.46
57	COMSL	0.75	0.42	0.76	0.43
58	COMSL	0.77		0.76	0.42
59	COMSL	0.75	0.49	0.76	0.44
60	COMSL	0.53	0.60	0.58	0.58
61	SUPVSL	0.74		0.75	
62	SUPVSL	0.77		0.72	0.42
63	SUPVSL	0.76	0.42	0.78	
64	INITSL	0.66	0.45	0.63	0.50
65	INITSL	0.66	0.49	0.71	0.45
66	TMDEVSL	0.54	0.60	0.57	0.59
67	TMDEVSL	0.43	0.65	0.43	0.64
68	TMDEVSL		0.62		0.61

TABLE P-2

FACTOR LOADINGS OF TASK AND DEVELOPMENTAL LEADERSHIP
 ITEMS AFTER VARIMAX ROTATION
 SQUAD MEMBERS RATING PLATOON SERGEANTS
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 73.4% OF VARIANCE ACCOUNTED FOR AT BASE
 72.2% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BASE, 1 AT PRE
 BASE N = 1047 PRE N = 1014

BASELINE		PRE	
ITEM	SCALE	FACTORS	
		1	2
74	MOTSUBPS	0.53	0.61
75	MOTSUBPS		0.77
76	MOTSUBPS	0.59	0.52
77	TMDEVPS	0.46	0.73
78	TMDEVPS		0.78
79	TMDEVPS	0.51	0.74
80	TEACHPS	0.52	0.66
81	TEACHPS	0.50	0.71
82	TEACHPS	0.62	0.56
83	MOTSUBPS	0.60	0.62
84	PLANPS	0.78	0.42
85	PLANPS	0.78	0.44
86	PLANPS	0.81	
87	PLANPS	0.77	0.44
88	COMPS	0.70	0.51
89	COMPS	0.72	0.47
90	COMPS	0.65	0.57
91	COMPS	0.48	0.70
92	SUPVPS	0.75	0.41
93	SUPVPS	0.78	
94	SUPVPS	0.75	0.44
95	INITPS	0.75	0.41
96	INITPS	0.74	0.44
97	TMDEVPS	0.53	0.64
98	TMDEVPS		0.76
99	TMDEVPS		0.71

TABLE P-3

FACTOR LOADINGS OF LEADERSHIP TASK AND DEVELOPMENT
 ITEMS AFTER VARIMAX ROTATION
 SQUAD MEMBERS AND SQUAD LEADERS RATING PLATOON SERGEANTS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SQUAD LEADER ITEMS IDENTICAL TO PLATOON SERGEANT ITEMS
 73.2% OF VARIANCE ACCOUNTED FOR AT BASE
 72.1% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BASE, 1 AT PRE
 BASE N = 1210 PRE N = 1181

ITEM	SCALE	BASELINE		PRE
		FACTORS 1	2	FACTOR 1
74	MOTSUBPS	0.53	0.62	0.84
75	MOTSUBPS		0.78	0.83
76	MOTSUBPS	0.58	0.53	0.82
77	TMDEVPS	0.45	0.73	0.83
78	TMDEVPS		0.78	0.80
79	TMDEVPS	0.50	0.75	0.87
80	TEACHPS	0.54	0.66	0.86
81	TEACHPS	0.50	0.71	0.87
82	TEACHPS	0.62	0.55	0.83
83	MOTSUBPS	0.60	0.61	0.86
84	PLANPS	0.79	0.41	0.87
85	PLANPS	0.78	0.44	0.89
86	PLANPS	0.80		0.88
87	PLANPS	0.77	0.44	0.89
88	COMPS	0.70	0.52	0.87
89	COMPS	0.71	0.49	0.88
90	COMPS	0.64	0.58	0.87
91	COMPS	0.47	0.70	0.85
92	SUPVPS	0.74	0.41	0.83
93	SUPVPS	0.77		0.86
94	SUPVPS	0.75	0.45	0.86
95	INITPS	0.75	0.41	0.87
96	INITPS	0.75	0.44	0.86
97	TMDEVPS	0.54	0.64	0.84
98	TMDEVPS		0.74	0.80
99	TMDEVPS		0.69	0.73

TABLE P-4

FACTOR LOADINGS OF LEADERSHIP TASK AND DEVELOPMENT
 ITEMS AFTER VARIMAX ROTATION
 SQUAD LEADERS RATING PLATOON LEADERS
 SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE
 76.2% OF VARIANCE ACCOUNTED FOR AT BASE
 73.4% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BOTH BASE AND PRE
 BASE N = 168 PRE N = 145

ITEM	SCALE	BASELINE		PRE	
		FACTOR 1	2	FACTOR 1	2
83	MOTSUBPL	0.44	0.72	0.55	0.60
84	MOTSUBPL	0.41	0.70	0.44	0.66
65	MOTSUBPL		0.77	0.52	0.71
86	TMDEVPL		0.76	0.43	0.74
87/88	TMDEVPL	0.42	0.72		0.72
88/89	TMDEVPL		0.79	0.44	0.79
89/90	TEACHPL	0.43	0.77	0.44	0.76
90/91	TEACHPL	0.42	0.78		0.79
91/92	TEACHPL	0.44	0.75	0.48	0.75
92/93	PLANPL	0.48	0.74	0.46	0.77
93/94	PLANPL	0.44	0.74	0.43	0.80
94/95	MOTSUBPL	0.63	0.64	0.72	0.47
95/96	PLANPL	0.74	0.51	0.79	0.42
96/97	PLANPL	0.78	0.47	0.77	0.43
97/98	PLANPL	0.81	0.46	0.73	0.51
98/99	PLANPL	0.80	0.43	0.80	
99/100	COMPL	0.81		0.80	
100/101	COMPL	0.81		0.78	0.44
101/102	COMPL	0.77	0.52	0.76	0.43
102/103	COMPL	0.69	0.52	0.61	0.50
103/104	SUPVPL	0.77	0.40	0.67	0.47
104/105	SUPVPL	0.76	0.41	0.68	0.48
105/106	SUPVPL	0.76		0.69	0.44
106/107	INITPL	0.76	0.47	0.73	0.45
107/108	INITPL	0.79	0.47	0.81	0.40
108/109	TMDEVPL	0.69	0.56	0.77	0.45
109/110	TMDEVPL	0.67	0.44	0.67	
110/111	TMDEVPL	0.52	0.57	0.61	0.43

TABLE P-5

FACTOR LOADINGS OF LEADERSHIP TASK AND DEVELOPMENT
 ITEMS AFTER VARIMAX ROTATION
 SQUAD LEADERS AND PLATOON SERGEANTS RATING PLATOON LEADERS
 ITEM NUMBER BASED ON PLATOON SERGEANT QUESTIONNAIRE
 SQUAD LEADER ITEMS IDENTICAL TO PLATOON SERGEANT ITEMS
 78.6% OF VARIANCE ACCOUNTED FOR AT BASE
 73.5% OF VARIANCE ACCOUNTED FOR AT PRE
 3 FACTORS PRODUCED AT BASE, 2 AT PRE
 BASE N = 226 PRE N = 196

ITEM	SCALE	BASELINE			PRE	
		FACTOR 1	2	3	FACTOR 1	2
56	MOTSUBPL	0.41	0.70		0.56	0.60
57	MOTSUBPL		0.63	0.45	0.47	0.64
58	MOTSUBPL	0.40	0.78		0.49	0.71
59	TMDEVPL		0.67	0.44	0.46	0.72
60	TMDEVPL		0.58	0.54		0.71
61	TMDEVPL		0.69	0.50	0.45	0.79
62	TEACHPL		0.72		0.42	0.78
63	TEACHPL		0.72		0.40	0.78
64	TEACHPL	0.43	0.74		0.48	0.73
65	PLANPL	0.49	0.74		0.46	0.77
66	PLANPL	0.48	0.73		0.43	0.79
67	MOTSUBPL	0.50	0.53	0.52	0.69	0.51
68	PLANPL	0.69	0.50		0.78	0.42
69	PLANPL	0.69	0.45		0.77	0.43
70	PLANPL	0.74	0.46		0.74	0.50
71	PLANPL	0.75	0.44		0.80	0.41
72	COMPL	0.79			0.79	
73	COMPL	0.78			0.77	0.45
74	COMPL	0.71	0.43	0.40	0.76	0.46
75	COMPL	0.55		0.56	0.62	0.51
76	SUPVPL	0.76			0.70	0.44
77	SUPVPL	0.72			0.69	0.48
78	SUPVPL	0.61		0.55	0.68	0.45
82	INITPL	0.71			0.74	0.44
83	INITPL	0.76	0.42		0.81	0.41
84	TMDEVPL	0.58	0.41	0.56	0.77	0.45
85	TMDEVPL	0.43		0.75	0.66	0.41
86	TMDEVPL			0.76	0.56	0.47

APPENDIX Q

REVISED MEASURES OF LEADERSHIP COMPETENCIES: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix Q contain inter-item and item-total correlations for the revised scales measuring leadership competencies in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE Q-1

SQUAD LEADER TASK LEADERSHIP (TASKSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS									
	53	54	55	56	57	58	59	61	62
54	0.78								
55	0.75	0.79							
56	0.74	0.75	0.78						
57	0.70	0.71	0.73	0.74					
58	0.71	0.73	0.70	0.70	0.78				
59	0.71	0.71	0.71	0.70	0.77	0.82			
61	0.63	0.64	0.66	0.65	0.64	0.66	0.68		
62	0.67	0.70	0.70	0.70	0.68	0.69	0.69	0.78	
63	0.70	0.71	0.73	0.71	0.72	0.74	0.72	0.72	0.77
64	0.66	0.66	0.67	0.68	0.64	0.65	0.64	0.59	0.60
65	0.70	0.70	0.70	0.70	0.66	0.66	0.67	0.61	0.64
T1	0.85	0.87	0.86	0.86	0.86	0.86	0.87	0.80	0.83
T2	0.83	0.84	0.85	0.84	0.83	0.84	0.84	0.77	0.81
	63	64	65						
64	0.67								
65	0.67	0.75							
T1	0.86	0.81	0.82						
T2	0.83	0.77	0.79						

TABLE Q-1 CONT.

SQUAD LEADER TASK LEADERSHIP (TASKSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS									
	53	54	55	56	57	58	59	61	62
54	0.88								
55	0.86	0.89							
56	0.80	0.88	0.85						
57	0.88	0.86	0.83	0.86					
58	0.87	0.87	0.86	0.84	0.94				
59	0.83	0.83	0.85	0.81	0.92	0.94			
61	0.76	0.83	0.79	0.83	0.79	0.80	0.76		
62	0.77	0.86	0.86	0.86	0.81	0.85	0.82	0.89	
63	0.80	0.84	0.86	0.84	0.88	0.88	0.85	0.88	0.85
64	0.85	0.84	0.83	0.80	0.87	0.87	0.83	0.72	0.74
65	0.79	0.83	0.81	0.78	0.78	0.82	0.74	0.71	0.75
T1	0.92	0.94	0.93	0.92	0.94	0.95	0.92	0.88	0.91
T2	0.90	0.93	0.92	0.90	0.93	0.95	0.91	0.86	0.89
	63	64	65						
64	0.81								
65	0.77	0.85							
T1	0.93	0.91	0.87						
T2	0.91	0.89	0.85						

TABLE Q-1 CONT.

**SQUAD LEADER TASK LEADERSHIP (TASKSL)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD MEMBERS**

INDIVIDUAL LEVEL ITEMS

	53	54	55	56	57	58	59	61	62
54	0.80								
55	0.77	0.81							
56	0.77	0.77	0.79						
57	0.74	0.73	0.73	0.74					
58	0.74	0.72	0.73	0.72	0.82				
59	0.72	0.69	0.71	0.71	0.79	0.83			
61	0.69	0.68	0.69	0.67	0.70	0.69	0.72		
62	0.67	0.67	0.67	0.68	0.68	0.68	0.71	0.80	
63	0.76	0.72	0.71	0.70	0.75	0.75	0.75	0.72	0.75
64	0.68	0.67	0.69	0.69	0.63	0.63	0.67	0.66	0.69
65	0.72	0.72	0.75	0.72	0.67	0.68	0.69	0.69	0.66
T1	0.88	0.87	0.87	0.87	0.87	0.87	0.87	0.83	0.83
T2	0.85	0.84	0.85	0.84	0.85	0.84	0.84	0.81	0.80
	63	64	65						
64	0.66								
65	0.69	0.75							
T1	0.86	0.81	0.84						
T2	0.84	0.78	0.82						

TABLE Q-1 CONT.

SQUAD LEADER TASK LEADERSHIP (TASKSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS

	53	54	55	56	57	58	59	61	62
54	0.92								
55	0.87	0.92							
56	0.86	0.86	0.91						
57	0.87	0.86	0.85	0.87					
58	0.82	0.84	0.82	0.79	0.91				
59	0.79	0.79	0.80	0.79	0.91	0.90			
61	0.76	0.78	0.79	0.82	0.82	0.69	0.77		
62	0.78	0.84	0.85	0.77	0.76	0.72	0.74	0.80	
63	0.84	0.85	0.85	0.82	0.86	0.83	0.87	0.83	0.84
64	0.82	0.84	0.87	0.81	0.76	0.74	0.74	0.70	0.80
65	0.78	0.82	0.86	0.86	0.77	0.70	0.73	0.74	0.78
T1	0.92	0.95	0.95	0.92	0.93	0.90	0.90	0.85	0.88
T2	0.91	0.93	0.94	0.91	0.92	0.88	0.88	0.84	0.86
	63	64	65						
64	0.78								
65	0.78	0.89							
T1	0.92	0.90	0.89						
T2	0.91	0.87	0.87						

TABLE Q-2

PLATOON SERGEANT TASK LEADERSHIP (TASKPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	84	85	86	87	88	89	92	93	94
85	0.83								
86	0.80	0.82							
87	0.76	0.79	0.80						
88	0.75	0.76	0.75	0.78					
89	0.72	0.73	0.72	0.75	0.78				
92	0.73	0.73	0.72	0.75	0.72	0.73			
93	0.74	0.73	0.74	0.75	0.73	0.73	0.80		
94	0.74	0.75	0.75	0.76	0.75	0.76	0.76	0.78	
95	0.72	0.74	0.76	0.75	0.71	0.72	0.70	0.72	0.76
96	0.74	0.75	0.76	0.74	0.71	0.71	0.70	0.71	0.75
T1	0.88	0.89	0.89	0.89	0.86	0.86	0.85	0.87	0.87
T2	0.86	0.87	0.87	0.87	0.85	0.84	0.83	0.85	0.86
	95	96							
96	0.79								
T1	0.86	0.87							
T2	0.84	0.83							

PLATOON LEVEL ITEMS

	84	85	86	87	88	89	92	93	94
85	0.92								
86	0.93	0.94							
87	0.93	0.93	0.96						
88	0.93	0.94	0.93	0.96					
89	0.87	0.91	0.92	0.91	0.92				
92	0.92	0.91	0.92	0.92	0.92	0.87			
93	0.94	0.90	0.94	0.94	0.93	0.89	0.96		
94	0.91	0.93	0.95	0.94	0.93	0.91	0.92	0.92	
95	0.88	0.90	0.93	0.92	0.90	0.89	0.86	0.89	0.91
96	0.89	0.94	0.93	0.92	0.93	0.92	0.89	0.90	0.93
T1	0.95	0.96	0.98	0.97	0.97	0.95	0.94	0.96	0.97
T2	0.95	0.96	0.97	0.97	0.96	0.93	0.94	0.96	0.96
	95	96							
96	0.93								
T1	0.95	0.96							
T2	0.93	0.95							

TABLE Q-2 CONT.

PLATOON SERGEANT TASK LEADERSHIP (TASKPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	84	85	86	87	88	89	92	93	94
85	0.83								
86	0.80	0.82							
87	0.76	0.79	0.80						
88	0.75	0.76	0.75	0.78					
89	0.72	0.73	0.72	0.75	0.78				
92	0.73	0.73	0.72	0.72	0.72	0.73			
93	0.74	0.73	0.74	0.75	0.73	0.73	0.80		
94	0.74	0.75	0.75	0.76	0.75	0.76	0.76	0.78	
95	0.72	0.74	0.76	0.75	0.71	0.72	0.70	0.72	0.76
96	0.74	0.75	0.76	0.74	0.71	0.71	0.70	0.71	0.75
T1	0.88	0.89	0.89	0.89	0.86	0.86	0.85	0.87	0.87
T2	0.86	0.87	0.87	0.87	0.84	0.83	0.82	0.85	0.86
	95	96							
96	0.79								
T1	0.86	0.87							
T2	0.84	0.83							

PLATOON LEVEL ITEMS

	84	85	86	87	88	89	92	93	94
85	0.96								
86	0.93	0.97							
87	0.95	0.96	0.94						
88	0.94	0.96	0.96	0.95					
89	0.95	0.94	0.92	0.95	0.95				
92	0.90	0.93	0.91	0.88	0.89	0.91			
93	0.94	0.95	0.93	0.90	0.91	0.92	0.96		
94	0.94	0.95	0.94	0.96	0.95	0.97	0.92	0.92	
95	0.92	0.94	0.93	0.91	0.92	0.89	0.91	0.92	0.91
96	0.94	0.97	0.95	0.93	0.94	0.91	0.92	0.94	0.93
T1	0.97	0.99	0.97	0.97	0.98	0.97	0.95	0.96	0.97
T2	0.97	0.98	0.97	0.96	0.97	0.96	0.94	0.96	0.97
	95	96							
96	0.94								
T1	0.95	0.98							
T2	0.95	0.97							

TABLE Q-3

PLATOON SERGEANT TASK LEADERSHIP (TASKPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	53	54	55	56	57	58	61	62	63
54	0.78								
55	0.81	0.88							
56	0.78	0.84	0.85						
57	0.80	0.78	0.79	0.82					
58	0.72	0.70	0.67	0.75	0.87				
61	0.70	0.70	0.71	0.70	0.71	0.70			
62	0.68	0.67	0.66	0.67	0.68	0.70	0.81		
63	0.78	0.76	0.75	0.79	0.79	0.80	0.76	0.76	
64	0.73	0.72	0.74	0.74	0.71	0.66	0.70	0.69	0.70
65	0.79	0.78	0.83	0.79	0.79	0.75	0.73	0.70	0.77
T1	0.88	0.89	0.90	0.90	0.90	0.86	0.83	0.81	0.89
T2	0.86	0.87	0.87	0.88	0.88	0.83	0.82	0.79	0.87
	64	65							
65	0.83								
T1	0.86	0.90							
T2	0.82	0.89							

PLATOON LEVEL ITEMS

	53	54	55	56	57	58	61	62	63
54	0.76								
55	0.79	0.92							
56	0.81	0.86	0.92						
57	0.80	0.82	0.86	0.90					
58	0.79	0.75	0.75	0.81	0.89				
61	0.67	0.66	0.72	0.72	0.70	0.65			
62	0.71	0.67	0.71	0.74	0.65	0.72	0.79		
63	0.80	0.79	0.83	0.86	0.83	0.85	0.75	0.80	
64	0.82	0.78	0.82	0.81	0.80	0.71	0.71	0.71	0.72
65	0.81	0.83	0.88	0.86	0.85	0.79	0.69	0.76	0.81
T1	0.89	0.90	0.94	0.94	0.92	0.89	0.79	0.83	0.92
T2	0.87	0.88	0.92	0.93	0.91	0.86	0.78	0.80	0.90
	64	65							
65	0.87								
T1	0.88	0.93							
T2	0.86	0.91							

TABLE Q-3 CONT.

PLATOON SERGEANT TASK LEADERSHIP (TASKPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	53	54	55	56	57	58	61	62	63
54	0.81								
55	0.87	0.86							
56	0.81	0.82	0.86						
57	0.78	0.81	0.83	0.81					
58	0.83	0.84	0.83	0.81	0.86				
61	0.68	0.68	0.73	0.70	0.73	0.70			
62	0.68	0.71	0.74	0.71	0.72	0.73	0.84		
63	0.73	0.72	0.79	0.69	0.72	0.77	0.67	0.75	
64	0.79	0.75	0.79	0.79	0.74	0.75	0.71	0.74	0.79
65	0.75	0.79	0.80	0.79	0.75	0.79	0.69	0.75	0.79
T1	0.90	0.90	0.93	0.90	0.90	0.91	0.83	0.86	0.87
T2	0.87	0.88	0.92	0.88	0.87	0.89	0.79	0.82	0.83
	64	65							
65	0.85								
T1	0.89	0.90							
T2	0.86	0.87							

PLATOON LEVEL ITEMS

	53	54	55	56	57	58	61	62	63
54	0.90								
55	0.93	0.92							
56	0.88	0.91	0.93						
57	0.84	0.88	0.87	0.85					
58	0.89	0.91	0.89	0.90	0.91				
61	0.68	0.71	0.74	0.77	0.75	0.69			
62	0.72	0.74	0.78	0.79	0.71	0.71	0.89		
63	0.81	0.83	0.85	0.82	0.80	0.83	0.77	0.85	
64	0.88	0.85	0.89	0.86	0.80	0.86	0.76	0.81	0.88
65	0.84	0.86	0.88	0.87	0.78	0.85	0.77	0.85	0.88
T1	0.93	0.94	0.96	0.95	0.91	0.93	0.83	0.86	0.92
T2	0.92	0.93	0.95	0.94	0.89	0.92	0.81	0.84	0.90
	64	65							
65	0.90								
T1	0.94	0.93							
T2	0.92	0.92							

TABLE Q-4

PLATOON SERGEANT TASK LEADERSHIP (TASKPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON LEADERS

BASELINE QUESTIONNAIRE

	57	58	59	60	61	62	63	67	68
58	0.80								
59	0.77	0.74							
60	0.85	0.88	0.84						
61	0.77	0.80	0.80	0.83					
62	0.78	0.79	0.74	0.83	0.85				
63	0.90	0.80	0.85	0.88	0.86	0.84			
67	0.73	0.81	0.61	0.81	0.87	0.82	0.79		
68	0.77	0.78	0.70	0.81	0.85	0.81	0.79	0.92	
T1	0.89	0.90	0.85	0.94	0.92	0.90	0.93	0.90	0.91
T2	0.87	0.88	0.82	0.92	0.91	0.89	0.92	0.88	0.88

PRE QUESTIONNAIRE

	57	58	59	60	61	62	63	67	68
58	0.82								
59	0.80	0.78							
60	0.82	0.75	0.88						
61	0.82	0.82	0.79	0.80					
62	0.81	0.86	0.77	0.77	0.82				
63	0.80	0.78	0.79	0.81	0.79	0.88			
67	0.82	0.76	0.80	0.83	0.76	0.80	0.78		
68	0.74	0.74	0.78	0.85	0.77	0.80	0.87	0.88	
T1	0.91	0.90	0.90	0.92	0.89	0.92	0.91	0.92	0.91
T2	0.88	0.86	0.88	0.90	0.87	0.89	0.89	0.88	0.88

TABLE Q-5

PLATOON LEADER TASK LEADERSHIP (TASKPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	95	96	97	98	99	100	101	103	104
96	0.88								
97	0.87	0.87							
98	0.81	0.80	0.87						
99	0.76	0.76	0.79	0.82					
100	0.78	0.78	0.81	0.82	0.91				
101	0.83	0.79	0.84	0.82	0.82	0.88			
103	0.78	0.79	0.81	0.75	0.72	0.74	0.75		
104	0.77	0.77	0.78	0.72	0.71	0.73	0.76	0.78	
106	0.80	0.80	0.84	0.81	0.74	0.76	0.79	0.76	0.74
107	0.81	0.82	0.85	0.81	0.79	0.80	0.83	0.78	0.77
T1	0.91	0.91	0.94	0.91	0.89	0.91	0.92	0.87	0.86
T2	0.90	0.89	0.92	0.89	0.87	0.88	0.90	0.84	0.83
	106	107							
107	0.87								
T1	0.90	0.92							
T2	0.87	0.90							

PLATOON LEVEL ITEMS

	95	96	97	98	99	100	101	103	104
96	0.92								
97	0.92	0.92							
98	0.86	0.84	0.90						
99	0.79	0.78	0.83	0.88					
100	0.81	0.80	0.83	0.83	0.92				
101	0.88	0.88	0.88	0.85	0.86	0.90			
103	0.83	0.84	0.85	0.78	0.75	0.75	0.79		
104	0.84	0.87	0.86	0.79	0.73	0.76	0.84	0.83	
106	0.87	0.84	0.90	0.85	0.84	0.83	0.87	0.79	0.79
107	0.92	0.90	0.93	0.89	0.83	0.84	0.90	0.81	0.83
T1	0.94	0.94	0.96	0.92	0.90	0.91	0.94	0.88	0.89
T2	0.93	0.93	0.95	0.91	0.88	0.89	0.93	0.86	0.87
	106	107							
107	0.90								
T1	0.93	0.96							
T2	0.92	0.95							

TABLE Q-5 CONT.

PLATOON LEADER TASK LEADERSHIP (TASKPL)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	96	97	98	99	100	101	102	104	105
97	0.83								
98	0.84	0.88							
99	0.79	0.84	0.82						
100	0.75	0.73	0.71	0.81					
101	0.75	0.74	0.77	0.81	0.84				
102	0.76	0.73	0.77	0.77	0.80	0.88			
104	0.72	0.73	0.72	0.72	0.61	0.65	0.65		
105	0.68	0.70	0.72	0.70	0.67	0.68	0.70	0.85	
107	0.71	0.70	0.74	0.73	0.73	0.77	0.70	0.68	0.70
108	0.78	0.79	0.81	0.82	0.79	0.83	0.77	0.75	0.73
T1	0.89	0.89	0.90	0.91	0.88	0.91	0.88	0.84	0.85
T2	0.86	0.87	0.88	0.89	0.84	0.88	0.86	0.80	0.80
	107	108							
108	0.82								
T1	0.86	0.92							
T2	0.82	0.90							

PLATOON LEVEL ITEMS

	96	97	98	99	100	101	102	104	105
97	0.86								
98	0.89	0.92							
99	0.83	0.82	0.86						
100	0.83	0.75	0.80	0.89					
101	0.79	0.78	0.79	0.85	0.87				
102	0.83	0.81	0.82	0.84	0.86	0.91			
104	0.81	0.71	0.76	0.76	0.70	0.70	0.70		
105	0.81	0.73	0.78	0.80	0.77	0.78	0.78	0.89	
107	0.88	0.78	0.84	0.84	0.84	0.81	0.77	0.80	0.85
108	0.91	0.83	0.87	0.90	0.89	0.82	0.82	0.83	0.83
T1	0.94	0.89	0.92	0.93	0.91	0.91	0.91	0.86	0.90
T2	0.92	0.87	0.91	0.92	0.90	0.88	0.89	0.83	0.88
	107	108							
108	0.90								
T1	0.93	0.95							
T2	0.91	0.95							

TABLE Q-6

PLATOON LEADER TASK LEADERSHIP (TASKPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE									
	68	69	70	71	72	73	74	76	77
69	0.81								
70	0.87	0.79							
71	0.79	0.69	0.78						
72	0.78	0.68	0.85	0.79					
73	0.87	0.69	0.85	0.74	0.91				
74	0.81	0.77	0.90	0.78	0.93	0.89			
76	0.82	0.65	0.83	0.84	0.86	0.83	0.84		
77	0.78	0.64	0.75	0.77	0.79	0.76	0.80	0.74	
82	0.58	0.50	0.76	0.66	0.77	0.67	0.77	0.72	0.66
83	0.73	0.57	0.80	0.67	0.78	0.74	0.76	0.75	0.61
T1	0.91	0.80	0.94	0.87	0.94	0.92	0.95	0.91	0.86
T2	0.89	0.76	0.93	0.85	0.93	0.90	0.94	0.89	0.82
	82	83							
83	0.67								
T1	0.80	0.83							
T2	0.76	0.79							

PRE QUESTIONNAIRE									
	68	69	70	71	72	73	74	76	77
69	0.87								
70	0.87	0.82							
71	0.79	0.78	0.81						
72	0.70	0.70	0.80	0.79					
73	0.69	0.69	0.74	0.90	0.82				
74	0.81	0.80	0.84	0.88	0.85	0.87			
76	0.76	0.76	0.81	0.78	0.73	0.70	0.85		
77	0.70	0.73	0.72	0.69	0.63	0.69	0.79	0.72	
82	0.73	0.76	0.71	0.69	0.52	0.54	0.68	0.73	0.66
83	0.64	0.74	0.70	0.69	0.62	0.59	0.69	0.75	0.77
T1	0.89	0.89	0.92	0.92	0.85	0.86	0.94	0.89	0.82
T2	0.86	0.87	0.90	0.90	0.82	0.83	0.93	0.87	0.80
	82	83							
83	0.83								
T1	0.81	0.82							
T2	0.77	0.79							

TABLE Q-6 CONT.

COMPANY COMMANDER TASK LEADERSHIP (TASKCC)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON LEADERS

BASELINE QUESTIONNAIRE

	90	91	92	93	94	95	96	99	100
91	0.85								
92	0.84	0.82							
93	0.83	0.84	0.87						
94	0.55	0.54	0.68	0.67					
95	0.61	0.63	0.69	0.59	0.86				
96	0.67	0.70	0.80	0.65	0.78	0.87			
99	0.64	0.68	0.77	0.71	0.58	0.55	0.64		
100	0.67	0.57	0.71	0.61	0.42	0.46	0.54	0.71	
102	0.67	0.71	0.75	0.66	0.56	0.65	0.74	0.57	0.62
103	0.88	0.80	0.82	0.75	0.52	0.54	0.68	0.73	0.64
T1	0.88	0.86	0.92	0.86	0.77	0.78	0.87	0.82	0.76
T2	0.85	0.85	0.93	0.85	0.72	0.76	0.84	0.78	0.70
	102	103							
103	0.64								
T1	0.80	0.84							
T2	0.77	0.83							

PRE QUESTIONNAIRE

	90	91	92	93	94	95	96	99	100
91	0.84								
92	0.85	0.85							
93	0.84	0.85	0.93						
94	0.82	0.79	0.82	0.82					
95	0.73	0.74	0.77	0.79	0.88				
96	0.75	0.77	0.76	0.78	0.88	0.94			
99	0.78	0.71	0.75	0.78	0.68	0.60	0.65		
100	0.74	0.70	0.75	0.74	0.62	0.61	0.70	0.84	
102	0.74	0.75	0.79	0.79	0.66	0.62	0.63	0.88	0.82
103	0.75	0.77	0.80	0.80	0.73	0.66	0.65	0.80	0.80
T1	0.90	0.89	0.93	0.93	0.89	0.86	0.87	0.87	0.85
T2	0.88	0.88	0.91	0.92	0.87	0.82	0.84	0.84	0.82
	102	103							
103	0.89								
T1	0.88	0.89							
T2	0.85	0.86							

TABLE Q-7

SQUAD LEADER DEVELOPMENTAL LEADERSHIP (DEVSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	43	44	45	46	47	48	49	50	51
44	0.73								
45	0.66	0.61							
46	0.62	0.64	0.67						
47	0.68	0.69	0.68	0.77					
48	0.68	0.65	0.69	0.68	0.75				
49	0.70	0.73	0.66	0.70	0.75	0.75			
50	0.63	0.62	0.68	0.65	0.68	0.71	0.71		
51	0.63	0.65	0.64	0.63	0.70	0.67	0.71	0.71	
67	0.56	0.63	0.51	0.55	0.60	0.60	0.65	0.58	0.59
68	0.50	0.57	0.46	0.51	0.53	0.53	0.58	0.52	0.54
T1	0.82	0.83	0.80	0.81	0.86	0.85	0.87	0.83	0.83
T2	0.78	0.79	0.76	0.78	0.84	0.82	0.85	0.79	0.79

67 68

68	0.73	
T1	0.77	0.72
T2	0.73	0.66

PLATOON LEVEL ITEMS

	43	44	45	46	47	48	49	50	51
44	0.84								
45	0.82	0.76							
46	0.75	0.79	0.77						
47	0.85	0.84	0.86	0.85					
48	0.84	0.76	0.84	0.77	0.83				
49	0.89	0.85	0.85	0.83	0.92	0.85			
50	0.82	0.75	0.83	0.77	0.83	0.89	0.86		
51	0.84	0.85	0.84	0.81	0.88	0.85	0.89	0.87	
67	0.78	0.82	0.75	0.75	0.80	0.77	0.87	0.77	0.85
68	0.61	0.68	0.57	0.68	0.70	0.62	0.74	0.78	0.70
T1	0.91	0.90	0.88	0.88	0.95	0.90	0.96	0.91	0.94
T2	0.89	0.88	0.87	0.86	0.93	0.88	0.95	0.89	0.93

67 68

68	0.77	
T1	0.89	0.77
T2	0.88	0.73

TABLE Q-7 CONT.

SQUAD LEADER DEVELOPMENTAL LEADERSHIP (DEVSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	43	44	45	46	47	48	49	50	51
44	0.74								
45	0.68	0.63							
46	0.64	0.69	0.68						
47	0.69	0.71	0.69	0.79					
48	0.69	0.67	0.68	0.69	0.77				
49	0.69	0.72	0.66	0.69	0.74	0.76			
50	0.66	0.64	0.69	0.65	0.71	0.71	0.72		
51	0.66	0.65	0.62	0.68	0.72	0.66	0.70	0.76	
67	0.60	0.65	0.53	0.60	0.62	0.60	0.65	0.56	0.61
68	0.55	0.59	0.49	0.56	0.56	0.56	0.60	0.52	0.55
T1	0.83	0.84	0.80	0.83	0.87	0.85	0.87	0.84	0.83
T2	0.80	0.81	0.76	0.81	0.85	0.82	0.84	0.80	0.79

67 68

68	0.73	
T1	0.78	0.74
T2	0.74	0.68

PLATOON LEVEL ITEMS

	43	44	45	46	47	48	49	50	51
44	0.85								
45	0.79	0.79							
46	0.75	0.84	0.76						
47	0.81	0.88	0.80	0.92					
48	0.85	0.82	0.80	0.76	0.85				
49	0.85	0.91	0.82	0.83	0.88	0.88			
50	0.76	0.78	0.75	0.70	0.77	0.79	0.84		
51	0.78	0.80	0.71	0.76	0.81	0.77	0.82	0.88	
67	0.81	0.85	0.73	0.75	0.81	0.82	0.82	0.75	0.79
68	0.75	0.78	0.64	0.68	0.76	0.79	0.78	0.73	0.79
T1	0.90	0.93	0.86	0.89	0.94	0.92	0.95	0.88	0.89
T2	0.89	0.92	0.84	0.85	0.92	0.90	0.94	0.85	0.87

67 68

68	0.90	
T1	0.91	0.87
T2	0.89	0.84

TABLE Q-8

PLATOON SERGEANT DEVELOPMENTAL LEADERSHIP (DEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	75	77	78	79	81	91	98	99
77	0.72							
78	0.73	0.73						
79	0.75	0.79	0.78					
81	0.73	0.73	0.74	0.77				
91	0.73	0.69	0.72	0.75	0.71			
98	0.67	0.68	0.70	0.70	0.68	0.73		
99	0.58	0.59	0.62	0.61	0.58	0.61	0.73	
T1	0.86	0.68	0.88	0.89	0.87	0.86	0.84	0.77
T2	0.81	0.82	0.84	0.86	0.82	0.82	0.81	0.71

PLATOON LEVEL ITEMS

	75	77	78	79	81	91	98	99
77	0.88							
78	0.92	0.89						
79	0.89	0.94	0.90					
81	0.91	0.89	0.90	0.91				
91	0.92	0.84	0.91	0.89	0.88			
98	0.91	0.84	0.92	0.85	0.86	0.92		
99	0.85	0.82	0.90	0.82	0.82	0.86	0.92	
T1	0.96	0.93	0.96	0.94	0.94	0.96	0.95	0.92
T2	0.95	0.92	0.96	0.93	0.93	0.94	0.94	0.90

TABLE Q-8 CONT.

PLATOON SERGEANT DEVELOPMENTAL LEADERSHIP (DEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	75	77	78	79	81	91	98	99
77	0.76							
78	0.74	0.76						
79	0.77	0.84	0.80					
81	0.77	0.75	0.76	0.81				
91	0.74	0.68	0.72	0.72	0.75			
98	0.68	0.69	0.66	0.68	0.66	0.76		
99	0.62	0.61	0.63	0.61	0.60	0.66	0.75	
T1	0.88	0.88	0.87	0.89	0.88	0.87	0.85	0.79
T2	0.84	0.84	0.83	0.86	0.84	0.83	0.80	0.73

PLATOON LEVEL ITEMS

	75	77	78	79	81	91	98	99
77	0.88							
78	0.92	0.91						
79	0.92	0.96	0.94					
81	0.94	0.92	0.93	0.94				
91	0.92	0.87	0.92	0.90	0.95			
98	0.90	0.88	0.91	0.89	0.92	0.93		
99	0.89	0.86	0.89	0.87	0.89	0.88	0.92	
T1	0.96	0.95	0.96	0.96	0.97	0.96	0.96	0.93
T2	0.95	0.93	0.96	0.96	0.97	0.95	0.94	0.92

TABLE Q-9

PLATOON SERGEANT DEVELOPMENTAL LEADERSHIP (DEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	44	46	47	48	50	60	67	68
46	0.64							
47	0.65	0.67						
48	0.65	0.75	0.79					
50	0.69	0.73	0.70	0.80				
60	0.69	0.64	0.64	0.69	0.69			
67	0.59	0.54	0.55	0.60	0.58	0.74		
68	0.47	0.61	0.54	0.57	0.57	0.61	0.75	
T1	0.81	0.83	0.83	0.87	0.87	0.85	0.79	0.76
T2	0.74	0.78	0.77	0.84	0.84	0.81	0.74	0.70

PLATOON LEVEL ITEMS

	44	46	47	48	50	60	67	68
46	0.65							
47	0.66	0.71						
48	0.71	0.77	0.84					
50	0.74	0.69	0.78	0.84				
60	0.80	0.67	0.79	0.74	0.80			
67	0.68	0.60	0.72	0.67	0.70	0.79		
68	0.51	0.69	0.69	0.66	0.67	0.66	0.80	
T1	0.83	0.84	0.89	0.90	0.90	0.90	0.85	0.81
T2	0.78	0.78	0.86	0.86	0.86	0.87	0.81	0.76

TABLE Q-9 CONT.

PLATOON SERGEANT DEVELOPMENTAL LEADERSHIP (DEVPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	44	46	47	48	50	60	67	68
46	0.68							
47	0.67	0.71						
48	0.73	0.74	0.73					
50	0.74	0.72	0.68	0.80				
60	0.68	0.61	0.68	0.68	0.65			
67	0.57	0.52	0.60	0.61	0.61	0.61		
68	0.60	0.43	0.52	0.61	0.61	0.66	0.69	
T1	0.86	0.81	0.85	0.89	0.87	0.84	0.78	0.78
T2	0.80	0.75	0.79	0.85	0.83	0.79	0.72	0.69

PLATOON LEVEL ITEMS

	44	46	47	48	50	60	67	68
46	0.75							
47	0.75	0.70						
48	0.80	0.72	0.85					
50	0.85	0.75	0.81	0.86				
60	0.84	0.69	0.79	0.77	0.74			
67	0.74	0.48	0.72	0.77	0.71	0.72		
68	0.69	0.42	0.60	0.72	0.70	0.69	0.76	
T1	0.91	0.79	0.89	0.93	0.92	0.89	0.83	0.79
T2	0.89	0.73	0.86	0.90	0.89	0.86	0.80	0.74

TABLE Q-10

PLATOON LEADER DEVELOPMENTAL LEADERSHIP (DEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	84	85	86	88	89	90	91	92	93
85	0.64								
86	0.73	0.76							
88	0.73	0.68	0.76						
89	0.65	0.69	0.69	0.81					
90	0.73	0.71	0.78	0.82	0.79				
91	0.60	0.73	0.68	0.74	0.82	0.75			
92	0.63	0.79	0.70	0.77	0.76	0.79	0.84		
93	0.60	0.80	0.68	0.71	0.76	0.71	0.83	0.89	
T1	0.80	0.87	0.85	0.88	0.89	0.89	0.88	0.90	0.88
T2	0.74	0.82	0.82	0.86	0.85	0.87	0.86	0.88	0.86

PLATOON LEVEL ITEMS

	84	85	86	88	89	90	91	92	93
85	0.69								
86	0.79	0.85							
88	0.77	0.71	0.81						
89	0.75	0.74	0.78	0.84					
90	0.81	0.78	0.84	0.91	0.86				
91	0.63	0.73	0.77	0.80	0.82	0.79			
92	0.63	0.84	0.81	0.77	0.77	0.79	0.89		
93	0.54	0.79	0.76	0.71	0.78	0.68	0.82	0.89	
T1	0.82	0.89	0.92	0.90	0.91	0.91	0.90	0.92	0.87
T2	0.77	0.85	0.90	0.88	0.89	0.91	0.87	0.89	0.83

TABLE Q-10 CONT.

PLATOON LEADER DEVELOPMENTAL LEADERSHIP (DEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	84	85	86	89	90	91	92	93	94
85	0.74								
86	0.63	0.78							
89	0.66	0.76	0.75						
90	0.59	0.70	0.74	0.85					
91	0.64	0.70	0.70	0.79	0.79				
92	0.64	0.70	0.74	0.77	0.78	0.78			
93	0.62	0.73	0.75	0.76	0.73	0.76	0.85		
94	0.64	0.76	0.75	0.78	0.76	0.76	0.84	0.91	
T1	0.79	0.87	0.86	0.90	0.89	0.87	0.90	0.90	0.91
T2	0.72	0.84	0.83	0.88	0.84	0.84	0.87	0.87	0.89

PLATOON LEVEL ITEMS

	84	85	86	89	90	91	92	93	94
85	0.83								
86	0.78	0.83							
89	0.80	0.82	0.81						
90	0.77	0.79	0.79	0.90					
91	0.75	0.77	0.74	0.84	0.81				
92	0.79	0.77	0.84	0.84	0.88	0.83			
93	0.79	0.81	0.81	0.85	0.84	0.83	0.92		
94	0.77	0.82	0.75	0.79	0.79	0.81	0.88	0.92	
T1	0.89	0.90	0.89	0.93	0.92	0.89	0.94	0.94	0.91
T2	0.85	0.88	0.86	0.91	0.90	0.87	0.92	0.93	0.89

TABLE Q-11

PLATOON LEADER DEVELOPMENTAL LEADERSHIP (DEVPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	57	58	59	61	62	63	64	65	66
58	0.75								
59	0.83	0.83							
61	0.83	0.64	0.76						
62	0.65	0.77	0.70	0.75					
63	0.64	0.69	0.63	0.75	0.83				
64	0.73	0.74	0.70	0.73	0.82	0.79			
65	0.75	0.78	0.72	0.75	0.73	0.81	0.79		
66	0.67	0.83	0.72	0.58	0.65	0.70	0.73	0.82	
T1	0.86	0.89	0.87	0.86	0.88	0.87	0.89	0.91	0.85
T2	0.83	0.86	0.84	0.82	0.84	0.83	0.86	0.88	0.81

PRE QUESTIONNAIRE

	57	58	59	61	62	63	64	65	66
58	0.59								
59	0.66	0.67							
61	0.65	0.68	0.74						
62	0.63	0.69	0.71	0.87					
63	0.60	0.67	0.71	0.90	0.81				
64	0.55	0.73	0.51	0.74	0.60	0.79			
65	0.58	0.75	0.56	0.77	0.79	0.79	0.81		
66	0.52	0.78	0.54	0.77	0.75	0.79	0.86	0.89	
T1	0.75	0.84	0.79	0.92	0.89	0.91	0.85	0.90	0.89
T2	0.68	0.80	0.73	0.90	0.85	0.88	0.81	0.87	0.86

TABLE Q-11 CONT.

COMPANY COMMANDER DEVELOPMENTAL LEADERSHIP (DEVCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	78	79	81	83	84	87	88
79	0.62						
81	0.58	0.62					
83	0.81	0.49	0.66				
84	0.71	0.55	0.72	0.74			
87	0.71	0.57	0.75	0.78	0.74		
88	0.78	0.67	0.70	0.81	0.72	0.91	
T1	0.87	0.74	0.84	0.88	0.86	0.90	0.92
T2	0.81	0.66	0.77	0.83	0.81	0.87	0.90

PRE QUESTIONNAIRE

	78	79	81	83	84	87	88
79	0.63						
81	0.77	0.60					
83	0.74	0.76	0.79				
84	0.70	0.73	0.73	0.80			
87	0.69	0.85	0.58	0.74	0.75		
88	0.71	0.90	0.64	0.73	0.78	0.94	
T1	0.84	0.89	0.82	0.88	0.89	0.90	0.93
T2	0.79	0.85	0.76	0.86	0.85	0.87	0.90

APPENDIX R

ORIGINAL MEASURE OF TRAINING EFFECTIVENESS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix R contain inter-item and item-total correlations for the original scales measuring training effectiveness in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE R-1

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	128	129	130	131	132
129	0.66				
130	0.56	0.62			
131	0.51	0.56	0.64		
132	0.53	0.56	0.68	0.64	
T1	0.78	0.82	0.85	0.81	0.83
T2	0.66	0.71	0.76	0.70	0.73

PLATOON LEVEL ITEMS

	128	129	130	131	132
129	0.83				
130	0.74	0.77			
131	0.69	0.74	0.77		
132	0.73	0.62	0.77	0.64	
T1	0.89	0.89	0.90	0.85	0.85
T2	0.85	0.83	0.86	0.79	0.76

TABLE R-1 CONT.

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	128	129	130	131	132	133
129	0.66					
130	0.54	0.58				
131	0.50	0.55	0.65			
132	0.51	0.57	0.68	0.64		
133	0.46	0.51	0.63	0.61	0.78	
T1	0.75	0.79	0.84	0.81	0.86	0.82
T2	0.64	0.69	0.76	0.72	0.79	0.73

PLATOON LEVEL ITEMS

	128	129	130	131	132	133
129	0.80					
130	0.64	0.63				
131	0.55	0.55	0.73			
132	0.46	0.48	0.81	0.73		
133	0.39	0.45	0.76	0.69	0.89	
T1	0.73	0.73	0.91	0.84	0.88	0.84
T2	0.65	0.67	0.86	0.78	0.81	0.76

TABLE R-2

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	125	126	127	128	129	130
126	0.71					
127	0.45	0.54				
128	0.47	0.55	0.64			
129	0.50	0.59	0.72	0.62		
130	0.66	0.72	0.56	0.53	0.68	
T1	0.77	0.83	0.80	0.78	0.85	0.84
T2	0.67	0.76	0.71	0.68	0.76	0.77

PLATOON LEVEL ITEMS

	125	126	127	128	129	130
126	0.75					
127	0.60	0.65				
128	0.53	0.59	0.64			
129	0.59	0.61	0.78	0.57		
130	0.72	0.79	0.74	0.62	0.78	
T1	0.74	0.82	0.87	0.76	0.88	0.89
T2	0.74	0.79	0.80	0.67	0.77	0.87

TABLE R-2 CONT.

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	126	127	128	129	130	131	132
127	0.68						
128	0.31	0.44					
129	0.44	0.47	0.54				
130	0.38	0.47	0.66	0.55			
131	0.33	0.46	0.66	0.49	0.74		
132	0.54	0.58	0.46	0.52	0.59	0.57	
T1	0.66	0.75	0.77	0.75	0.83	0.80	0.79
T2	0.55	0.66	0.67	0.64	0.75	0.72	0.71

PLATOON LEVEL ITEMS

	126	127	128	129	130	131	132
127	0.83						
128	0.51	0.55					
129	0.61	0.62	0.69				
130	0.52	0.58	0.72	0.72			
131	0.54	0.59	0.76	0.65	0.84		
132	0.73	0.71	0.56	0.63	0.73	0.71	
T1	0.79	0.82	0.82	0.84	0.87	0.87	0.85
T2	0.72	0.75	0.75	0.77	0.82	0.81	0.80

TABLE R-3

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	130	131	132	133	134	135
131	0.69					
132	0.65	0.63				
133	0.46	0.52	0.54			
134	0.57	0.64	0.74	0.56		
135	0.70	0.67	0.75	0.50	0.72	
T1	0.82	0.83	0.87	0.72	0.85	0.87
T2	0.73	0.75	0.80	0.60	0.78	0.82

PRE QUESTIONNAIRE

	130	131	132	133	134	135	136
131	0.62						
132	0.32	0.53					
133	0.36	0.39	0.46				
134	0.50	0.66	0.60	0.46			
135	0.52	0.53	0.50	0.34	0.80		
136	0.49	0.66	0.64	0.44	0.66	0.54	
T1	0.71	0.81	0.74	0.63	0.87	0.79	0.82
T2	0.59	0.74	0.65	0.51	0.81	0.71	0.74

TABLE R-4

TRAINING EFFECTIVENESS (TRANEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	136	137	138	139	140	141
137	0.78					
138	0.38	0.63				
139	0.35	0.50	0.50			
140	0.56	0.59	0.48	0.49		
141	0.42	0.65	0.48	0.50	0.46	
T1	0.76	0.89	0.74	0.72	0.78	0.74
T2	0.63	0.84	0.62	0.58	0.66	0.63

PRE QUESTIONNAIRE

	136	137	138	139	140	141	142
137	0.54						
138	0.06	0.25					
139	0.19	0.27	0.52				
140	0.16	0.29	0.60	0.49			
141	0.14	0.31	0.60	0.51	0.80		
142	0.38	0.56	0.47	0.55	0.52	0.65	
T1	0.48	0.62	0.73	0.71	0.79	0.81	0.81
T2	0.30	0.49	0.58	0.59	0.69	0.72	0.74

APPENDIX S

ORIGINAL MEASURES OF ORGANIZATIONAL MEDIATING FACTORS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix S contain inter-item and item-total correlations for the original scales measuring the organizational mediating factors in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE S-1

INCENTIVES (INCENTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	37	38	39	40	41	42
38	0.30					
39	0.39	0.42				
40	0.30	0.31	0.43			
41	0.34	0.35	0.52	0.43		
42	0.36	0.35	0.46	0.37	0.43	
T1	0.64	0.66	0.76	0.67	0.73	0.70
T2	0.47	0.48	0.64	0.51	0.58	0.55

PLATOON LEVEL ITEMS

	37	38	39	40	41	42
38	0.57					
39	0.66	0.59				
40	0.46	0.40	0.42			
41	0.38	0.48	0.55	0.57		
42	0.59	0.46	0.64	0.36	0.65	
T1	0.79	0.78	0.82	0.69	0.77	0.78
T2	0.68	0.64	0.74	0.55	0.67	0.68

TABLE S-1 CONT.

INCENTIVES (INCENTIV)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	37	38	39	40	41	42
38	0.35					
39	0.47	0.41				
40	0.35	0.34	0.49			
41	0.44	0.39	0.57	0.46		
42	0.35	0.32	0.41	0.42	0.43	
T1	0.69	0.66	0.78	0.71	0.76	0.67
T2	0.54	0.49	0.66	0.56	0.64	0.52

PLATOON LEVEL ITEMS

	37	38	39	40	41	42
38	0.54					
39	0.64	0.58				
40	0.53	0.48	0.71			
41	0.64	0.60	0.72	0.58		
42	0.57	0.63	0.71	0.57	0.61	
T1	0.80	0.78	0.88	0.78	0.84	0.82
T2	0.70	0.67	0.82	0.68	0.77	0.75

TABLE S-2

CTC EXPERIENCE EXPECTATION (CTCEXP)
 ITEMS AND INTRA-CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	133	134	135	136	137
134	0.69				
135	0.69	0.70			
136	0.64	0.71	0.72		
137	0.66	0.72	0.69	0.72	
T1	0.85	0.88	0.87	0.87	0.87
T2	0.76	0.80	0.80	0.79	0.79

PLATOON LEVEL ITEMS

	133	134	135	136	137
134	0.87				
135	0.83	0.84			
136	0.78	0.80	0.82		
137	0.82	0.87	0.73	0.81	
T1	0.93	0.95	0.91	0.91	0.91
T2	0.89	0.92	0.86	0.86	0.87

TABLE S-2 CONT.

CTC EXPERIENCE EXPECTATION (CTCEXPER)
 ITEMS AND INTRA-CORRELATIONS CONT.
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	134	135	136	137	138
135	0.74				
136	0.67	0.76			
137	0.67	0.72	0.74		
138	0.69	0.76	0.73	0.74	
T1	0.86	0.90	0.88	0.87	0.89
T2	0.77	0.84	0.81	0.80	0.82

PLATOON LEVEL ITEMS

	134	135	136	137	138
135	0.87				
136	0.81	0.83			
137	0.83	0.83	0.88		
138	0.81	0.87	0.86	0.87	
T1	0.92	0.94	0.93	0.94	0.94
T2	0.88	0.90	0.90	0.91	0.91

TABLE S-3

COMBAT TRAINING CENTER EXPERIENCE
 EXPECTATION (CTCEXPER)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	131	132	133	134	135
132	0.71				
133	0.75	0.65			
134	0.67	0.65	0.68		
135	0.67	0.66	0.64	0.75	
T1	0.88	0.84	0.86	0.86	0.86
T2	0.81	0.76	0.78	0.79	0.78

PLATOON LEVEL ITEMS

	131	132	133	134	135
132	0.66				
133	0.71	0.66			
134	0.73	0.62	0.69		
135	0.78	0.66	0.60	0.75	
T1	0.91	0.82	0.85	0.86	0.87
T2	0.83	0.74	0.75	0.80	0.80

TABLE S-3 CONT.

COMBAT TRAINING CENTER EXPERIENCE
 EXPECTATION (CTCEXPER)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	133	134	135	136	137
134	0.62				
135	0.72	0.62			
136	0.53	0.60	0.62		
137	0.74	0.73	0.69	0.68	
T1	0.86	0.83	0.86	0.80	0.90
T2	0.76	0.74	0.77	0.69	0.84

PLATOON LEVEL ITEMS

	133	134	135	136	137
134	0.71				
135	0.65	0.60			
136	0.59	0.64	0.60		
137	0.70	0.70	0.53	0.64	
T1	0.87	0.86	0.80	0.81	0.86
T2	0.79	0.78	0.68	0.72	0.75

TABLE S-4

CTC EXPERIENCE (CTCEXPER)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	136	137	138	139	140
137	0.77				
138	0.66	0.57			
139	0.76	0.78	0.68		
140	0.78	0.73	0.68	0.79	
T1	0.90	0.88	0.81	0.90	0.90
T2	0.84	0.80	0.71	0.86	0.84

PRE QUESTIONNAIRE

	137	138	139	140	141
138	0.60				
139	0.63	0.66			
140	0.57	0.78	0.71		
141	0.63	0.78	0.61	0.74	
T1	0.80	0.89	0.83	0.88	0.87
T2	0.68	0.82	0.74	0.81	0.80

TABLE S-5

JOB SATISFACTION (JOBSAT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	25	26	27	28		25	26	27	28
26	0.61				26	0.59			
27	0.54	0.70			27	0.54	0.68		
28	0.57	0.66	0.73		28	0.53	0.62	0.71	
T1	0.80	0.87	0.87	0.86	T1	0.79	0.86	0.87	0.84
T2	0.64	0.76	0.76	0.76	T2	0.63	0.74	0.76	0.72

PLATOON LEVEL ITEMS

	25	26	27	28		25	26	27	28
26	0.84				26	0.85			
27	0.78	0.86			27	0.77	0.85		
28	0.85	0.87	0.88		28	0.80	0.82	0.84	
T1	0.92	0.95	0.93	0.95	T1	0.92	0.95	0.93	0.92
T2	0.86	0.90	0.89	0.92	T2	0.86	0.91	0.87	0.87

TABLE S-6

JOB SATISFACTION (JOBSAT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	31	32	33	34		31	32	33	34
32	0.58				32	0.52			
33	0.50	0.66			33	0.42	0.55		
34	0.47	0.60	0.69		34	0.48	0.53	0.65	
T1	0.77	0.86	0.85	0.82	T1	0.76	0.81	0.81	0.82
T2	0.59	0.73	0.73	0.69	T2	0.56	0.65	0.65	0.68

PLATOON LEVEL ITEMS

	31	32	33	34		31	32	33	34
32	0.68				32	0.41			
33	0.73	0.81			33	0.58	0.59		
34	0.64	0.75	0.80		34	0.46	0.57	0.67	
T1	0.84	0.90	0.94	0.88	T1	0.75	0.80	0.87	0.81
T2	0.74	0.83	0.88	0.80	T2	0.56	0.62	0.75	0.69

TABLE S-7

JOB SATISFACTION (JOBSAT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	30	31	32	33
31	0.53			
32	0.60	0.77		
33	0.59	0.78	0.79	
T1	0.78	0.88	0.90	0.90
T2	0.62	0.78	0.83	0.83

PRE QUESTIONNAIRE

	30	31	32	33
31	0.68			
32	0.54	0.78		
33	0.62	0.69	0.80	
T1	0.80	0.90	0.90	0.89
T2	0.67	0.82	0.80	0.80

TABLE S-8

JOB SATISFACTION (JOBSAT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	30	31	32	33
31	0.54			
32	0.48	0.76		
33	0.52	0.76	0.80	
T1	0.69	0.90	0.90	0.91
T2	0.55	0.81	0.81	0.83

PRE QUESTIONNAIRE

	30	31	32	33
31	0.53			
32	0.59	0.64		
33	0.42	0.54	0.71	
T1	0.76	0.81	0.90	0.82
T2	0.59	0.68	0.80	0.67

TABLE S-9

COMPANY CLIMATE (COCLIM)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	29	30	31	32	33	34	35	36
30	0.40							
31	0.32	0.52						
32	0.30	0.39	0.42					
33	0.35	0.43	0.40	0.42				
34	0.34	0.40	0.42	0.44	0.49			
35	0.38	0.48	0.51	0.41	0.48	0.54		
36	0.36	0.36	0.38	0.44	0.43	0.51	0.52	
T1	0.61	0.70	0.71	0.67	0.72	0.73	0.76	0.70
T2	0.48	0.60	0.60	0.56	0.60	0.64	0.68	0.60

PLATOON LEVEL ITEMS

	29	30	31	32	33	34	35	36
30	0.66							
31	0.72	0.77						
32	0.59	0.60	0.70					
33	0.72	0.70	0.68	0.68				
34	0.61	0.66	0.78	0.75	0.73			
35	0.70	0.72	0.73	0.68	0.77	0.78		
36	0.56	0.43	0.58	0.68	0.66	0.67	0.71	
T1	0.82	0.82	0.87	0.82	0.88	0.87	0.90	0.77
T2	0.76	0.76	0.83	0.77	0.83	0.84	0.86	0.70

TABLE S-9 CONT.

COMPANY CLIMATE (COCLIM)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	29	30	31	32	33	34	35	36
30	0.38							
31	0.34	0.55						
32	0.33	0.43	0.45					
33	0.33	0.43	0.46	0.45				
34	0.37	0.44	0.52	0.48	0.49			
35	0.34	0.49	0.49	0.45	0.46	0.55		
36	0.36	0.43	0.44	0.50	0.48	0.56	0.55	
T1	0.59	0.72	0.74	0.71	0.73	0.77	0.75	0.74
T2	0.47	0.62	0.64	0.61	0.61	0.68	0.66	0.65

PLATOON LEVEL ITEMS

	29	30	31	32	33	34	35	36
30	0.68							
31	0.66	0.87						
32	0.55	0.84	0.82					
33	0.64	0.78	0.76	0.69				
34	0.66	0.77	0.81	0.78	0.64			
35	0.68	0.77	0.80	0.71	0.69	0.76		
36	0.57	0.63	0.71	0.70	0.60	0.72	0.75	
T1	0.77	0.91	0.93	0.88	0.84	0.89	0.89	0.81
T2	0.72	0.63	0.90	0.84	0.78	0.85	0.85	0.76

TABLE S-10

COMPANY CLIMATE (COCLIM)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	35	36	37	38	39	40	41	42
36	0.47							
37	0.24	0.51						
38	0.28	0.39	0.45					
39	0.33	0.36	0.34	0.35				
40	0.30	0.40	0.54	0.51	0.47			
41	0.27	0.57	0.49	0.40	0.31	0.36		
42	0.31	0.43	0.39	0.46	0.41	0.44	0.45	
T1	0.58	0.75	0.72	0.68	0.67	0.72	0.69	0.70
T2	0.44	0.65	0.61	0.58	0.52	0.63	0.58	0.59

PLATOON LEVEL ITEMS

	35	36	37	38	39	40	41	42
36	0.58							
37	0.36	0.46						
38	0.22	0.31	0.41					
39	0.41	0.50	0.49	0.33				
40	0.45	0.54	0.60	0.63	0.58			
41	0.30	0.55	0.31	0.15	0.38	0.28		
42	0.36	0.45	0.55	0.56	0.52	0.62	0.18	
T1	0.65	0.76	0.73	0.63	0.76	0.83	0.54	0.74
T2	0.53	0.68	0.64	0.51	0.64	0.76	0.42	0.66

TABLE S-10 CONT.

COMPANY CLIMATE (COCLIM)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	35	36	37	38	39	40	41	42
36	0.51							
37	0.29	0.55						
38	0.39	0.54	0.53					
39	0.34	0.50	0.48	0.53				
40	0.30	0.50	0.60	0.61	0.62			
41	0.34	0.52	0.52	0.44	0.53	0.57		
42	0.22	0.41	0.53	0.52	0.54	0.59	0.62	
T1	0.58	0.76	0.76	0.76	0.78	0.80	0.76	0.74
T2	0.44	0.68	0.67	0.69	0.68	0.73	0.68	0.66

PLATOON LEVEL ITEMS

	35	36	37	38	39	40	41	42
36	0.62							
37	0.27	0.68						
38	0.53	0.59	0.54					
39	0.42	0.49	0.41	0.65				
40	0.42	0.49	0.54	0.69	0.73			
41	0.40	0.55	0.49	0.54	0.56	0.56		
42	0.21	0.42	0.49	0.55	0.58	0.59	0.69	
T1	0.64	0.80	0.72	0.83	0.80	0.82	0.78	0.73
T2	0.53	0.72	0.63	0.77	0.71	0.76	0.71	0.65

TABLE S-11

TRAINING MANAGEMENT STYLE (TRANMGMT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE								
	34	35	36	37	38	39	40	41
35	0.69							
36	0.48	0.33						
37	0.56	0.40	0.17					
38	0.57	0.59	0.17	0.60				
39	0.53	0.50	0.06	0.39	0.52			
40	0.54	0.59	0.03	0.33	0.53	0.72		
41	0.63	0.62	0.24	0.49	0.66	0.54	0.68	
T1	0.84	0.79	0.39	0.68	0.80	0.74	0.76	0.84
T2	0.78	0.73	0.26	0.57	0.72	0.64	0.67	0.77

PRE QUESTIONNAIRE								
	34	35	36	37	38	39	40	41
35	0.65							
36	0.32	0.26						
37	0.56	0.64	0.29					
38	0.45	0.57	0.15	0.59				
39	0.52	0.46	0.33	0.33	0.37			
40	0.47	0.54	0.24	0.45	0.66	0.40		
41	0.52	0.54	0.14	0.40	0.63	0.43	0.77	
T1	0.77	0.80	0.44	0.74	0.77	0.66	0.79	0.78
T2	0.69	0.73	0.32	0.64	0.68	0.54	0.71	0.69

TABLE S-12

TRAINING MANAGEMENT STYLE (TRANMGMT)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	34	35	36	37	38	39	40	41
35	0.72							
36	0.45	0.47						
37	0.24	0.33	0.21					
38	0.42	0.45	0.32	0.49				
39	0.60	0.48	0.30	0.28	0.57			
40	0.43	0.42	0.22	0.16	0.48	0.75		
41	0.41	0.49	0.29	0.32	0.61	0.70	0.69	
T1	0.72	0.74	0.51	0.54	0.77	0.83	0.75	0.81
T2	0.64	0.65	0.43	0.39	0.68	0.76	0.65	0.72

PRE QUESTIONNAIRE

	34	35	36	37	38	39	40	41
35	0.56							
36	0.29	0.55						
37	0.41	0.52	0.44					
38	0.42	0.62	0.63	0.54				
39	0.54	0.67	0.35	0.41	0.58			
40	0.44	0.56	0.42	0.44	0.61	0.79		
41	0.46	0.53	0.29	0.46	0.59	0.60	0.59	
T1	0.67	0.82	0.64	0.69	0.82	0.82	0.81	0.76
T2	0.58	0.76	0.54	0.59	0.76	0.75	0.74	0.66

TABLE S-13

PLATOON EFFECTIVENESS (PLTEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	138	139	140	141	142
139	0.53				
140	0.47	0.67			
141	0.38	0.38	0.44		
142	0.45	0.52	0.53	0.57	
T1	0.72	0.77	0.79	0.76	0.80
T2	0.56	0.66	0.66	0.55	0.67

PLATOON LEVEL ITEMS

	138	139	140	141	142
139	0.72				
140	0.70	0.86			
141	0.61	0.57	0.67		
142	0.70	0.74	0.73	0.65	
T1	0.85	0.88	0.90	0.84	0.87
T2	0.77	0.82	0.84	0.70	0.80

TABLE S-13 CONT.

PLATOON EFFECTIVENESS (PLTEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	139	140	141	142	143
140	0.54				
141	0.46	0.65			
142	0.40	0.46	0.56		
143	0.41	0.54	0.60	0.55	
T1	0.70	0.80	0.83	0.78	0.79
T2	0.55	0.68	0.72	0.61	0.66

PLATOON LEVEL ITEMS

	139	140	141	142	143
140	0.74				
141	0.69	0.85			
142	0.67	0.62	0.58		
143	0.68	0.73	0.78	0.57	
T1	0.87	0.89	0.88	0.83	0.85
T2	0.80	0.84	0.82	0.68	0.77

TABLE S-14

PLATOON EFFECTIVENESS (PLTEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	136	137	138	139	140
137	0.58				
138	0.50	0.67			
139	0.38	0.46	0.54		
140	0.45	0.54	0.59	0.61	
T1	0.69	0.78	0.82	0.81	0.83
T2	0.56	0.68	0.72	0.62	0.70

PLATOON LEVEL ITEMS

	136	137	138	139	140
137	0.65				
138	0.61	0.71			
139	0.41	0.49	0.64		
140	0.54	0.72	0.71	0.68	
T1	0.74	0.83	0.88	0.81	0.88
T2	0.63	0.75	0.80	0.65	0.80

TABLE S-14 CONT.

PLATOON EFFECTIVENESS (PLTEFF)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS
PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	138	139	140	141	142
139	0.66				
140	0.59	0.70			
141	0.50	0.57	0.62		
142	0.60	0.69	0.66	0.69	
T1	0.79	0.85	0.84	0.83	0.87
T2	0.67	0.77	0.76	0.69	0.79

PLATOON LEVEL ITEMS

	138	139	140	141	142
139	0.82				
140	0.81	0.85			
141	0.63	0.74	0.80		
142	0.70	0.78	0.81	0.83	
T1	0.85	0.91	0.93	0.90	0.91
T2	0.79	0.87	0.90	0.82	0.86

TABLE S-15

PLATOON EFFECTIVENESS (PLTEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	141	142	143	144	145
142	0.66				
143	0.60	0.80			
144	0.31	0.45	0.59		
145	0.46	0.59	0.66	0.62	
T1	0.74	0.86	0.90	0.74	0.81
T2	0.59	0.77	0.83	0.58	0.71

PRE QUESTIONNAIRE

	142	143	144	145	146
143	0.30				
144	0.33	0.55			
145	0.11	0.21	0.32		
146	0.44	0.43	0.49	0.55	
T1	0.59	0.64	0.71	0.71	0.84
T2	0.37	0.48	0.57	0.41	0.71

TABLE S-16

PLATOON EFFECTIVENESS (PLTEFF)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	142	143	144	145	146
143	0.44				
144	0.26	0.32			
145	0.26	0.55	0.39		
146	0.31	0.37	0.29	0.66	
T1	0.55	0.71	0.66	0.87	0.74
T2	0.39	0.59	0.42	0.66	0.61

PRE QUESTIONNAIRE

	143	144	145	146	147
144	0.44				
145	0.18	0.51			
146	0.36	0.54	0.56		
147	0.18	0.44	0.43	0.40	
T1	0.60	0.78	0.74	0.84	0.62
T2	0.38	0.67	0.57	0.65	0.47

APPENDIX T

ORIGINAL MEASURES OF LEADERSHIP MEDIATING FACTORS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix T contain inter-item and item-total correlations for the original scales measuring the leadership mediating factors in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE T-1

PLATOON SERGEANT INITIATING STRUCTURE (STRUCTPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	100	101	102	103		100	101	102	103
101	0.60				101	0.69			
102	0.63	0.63			102	0.68	0.67		
103	0.69	0.54	0.69		103	0.68	0.62	0.72	
T1	0.86	0.80	0.86	0.86	T1	0.88	0.85	0.88	0.87
T2	0.74	0.66	0.76	0.74	T2	0.77	0.74	0.78	0.76

PLATOON LEVEL ITEMS

	100	101	102	103		100	101	102	103
101	0.67				101	0.86			
102	0.83	0.72			102	0.88	0.81		
103	0.87	0.54	0.82		103	0.84	0.70	0.89	
T1	0.94	0.78	0.92	0.91	T1	0.94	0.88	0.95	0.93
T2	0.89	0.67	0.88	0.83	T2	0.92	0.83	0.92	0.86

TABLE T-2

PLATOON SERGEANT INITIATIVE STRUCTURE (STRUCTPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	69	70	71	72		69	70	71	72
70	0.64				70	0.63			
71	0.55	0.64			71	0.78	0.66		
72	0.71	0.55	0.66		72	0.74	0.63	0.73	
T1	0.86	0.82	0.84	0.86	T1	0.89	0.83	0.90	0.88
T2	0.74	0.69	0.71	0.74	T2	0.81	0.70	0.82	0.78

PLATOON LEVEL ITEMS

	69	70	71	72		69	70	71	72
70	0.61				70	0.62			
71	0.64	0.63			71	0.81	0.63		
72	0.79	0.58	0.71		72	0.75	0.67	0.80	
T1	0.85	0.80	0.85	0.90	T1	0.86	0.84	0.89	0.91
T2	0.78	0.68	0.75	0.80	T2	0.81	0.69	0.84	0.83

TABLE T-3

PLATOON LEADER INITIATING STRUCTURE (STRUCTPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE AND PRE QUESTIONNAIRES, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

BASELINE QUESTIONNAIRE					PRE QUESTIONNAIRE				
	114	115	116	117		114	115	116	117
115	0.68				115	0.69			
116	0.64	0.64			116	0.70	0.67		
117	0.64	0.58	0.64		117	0.68	0.63	0.72	
T1	0.86	0.84	0.86	0.84	T1	0.88	0.85	0.88	0.87
T2	0.76	0.72	0.73	0.70	T2	0.78	0.74	0.79	0.76

PLATOON LEVEL ITEMS

	114	115	116	117		114	115	116	117
115	0.82				115	0.89			
116	0.68	0.62			116	0.90	0.82		
117	0.77	0.66	0.77		117	0.86	0.79	0.82	
T1	0.91	0.86	0.84	0.90	T1	0.95	0.92	0.90	0.94
T2	0.85	0.77	0.76	0.82	T2	0.94	0.87	0.89	0.86

TABLE T-4

PLATOON LEADER INITIATING STRUCTURE (STRUCTPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE AND PRE QUESTIONNAIRES, SQUAD LEADERS

BASELINE QUESTIONNAIRE

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	112	113	114	115		112	113	114	115
113	0.77				113	0.75			
114	0.51	0.62			114	0.72	0.76		
115	0.74	0.75	0.61		115	0.80	0.75	0.76	
T1	0.87	0.90	0.78	0.90	T1	0.90	0.90	0.89	0.91
T2	0.77	0.83	0.63	0.81	T2	0.83	0.82	0.81	0.84

PLATOON LEVEL ITEMS

	111	112	113	114		111	112	113	114
112	0.80				112	0.66			
113	0.48	0.50			113	0.71	0.78		
114	0.75	0.66	0.59		114	0.83	0.66	0.77	
T1	0.87	0.81	0.73	0.89	T1	0.88	0.84	0.88	0.92
T2	0.79	0.77	0.58	0.78	T2	0.81	0.76	0.84	0.84

TABLE T-5

PLATOON LEADER STRUCTURE (STRUCTPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	87	88	89	90
88	0.72			
89	0.44	0.45		
90	0.66	0.62	0.62	
T1	0.84	0.83	0.76	0.87
T2	0.71	0.70	0.57	0.76

PRE QUESTIONNAIRE

	87	88	89	90
88	0.64			
89	0.47	0.40		
90	0.58	0.54	0.60	
T1	0.81	0.78	0.78	0.85
T2	0.68	0.62	0.58	0.70

TABLE T-6

COMPANY COMMANDER STRUCTURE (STRUCTCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	106	107	108	109
107	0.59			
108	0.21	0.32		
109	0.56	0.56	0.43	
T1	0.70	0.74	0.75	0.83
T2	0.52	0.60	0.39	0.65

PRE QUESTIONNAIRE

	106	107	108	109
107	0.85			
108	0.22	0.25		
109	0.56	0.58	0.14	
T1	0.84	0.86	0.60	0.71
T2	0.71	0.73	0.23	0.51

TABLE T-7

COMPANY COMMANDER INITIATING STRUCTURE (STRUCTCC)
ITEMS AND INTRA-SCALE CORRELATIONS
BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	107	108	109	110
108	0.51			
109	0.09	0.33		
110	0.22	0.29	0.21	
T1	0.59	0.76	0.67	0.64
T2	0.36	0.53	0.29	0.32

PRE QUESTIONNAIRE

	107	108	109	110
108	0.70			
109	0.22	0.26		
110	0.68	0.56	0.26	
T1	0.82	0.81	0.61	0.80
T2	0.69	0.63	0.28	0.63

TABLE T-8

PLATOON SERGEANT CONSIDERATION (CONSIDPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	104	105	106	107	108
105	0.81				
106	0.70	0.78			
107	0.76	0.72	0.65		
108	0.67	0.71	0.69	0.63	
T1	0.90	0.91	0.86	0.86	0.83
T2	0.84	0.86	0.79	0.77	0.75

PLATOON LEVEL ITEMS

	104	105	106	107	108
105	0.92				
106	0.82	0.89			
107	0.90	0.86	0.76		
108	0.84	0.91	0.87	0.73	
T1	0.96	0.97	0.91	0.91	0.91
T2	0.93	0.96	0.88	0.86	0.88

TABLE T-8 CONT.

PLATOON SERGEANT CONSIDERATION (CONSIDPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	104	105	106	107	108
105	0.83				
106	0.70	0.72			
107	0.77	0.74	0.66		
108	0.71	0.74	0.74	0.71	
T1	0.90	0.91	0.85	0.87	0.87
T2	0.85	0.85	0.78	0.80	0.81

PLATOON LEVEL ITEMS

	104	105	106	107	108
105	0.92				
106	0.84	0.87			
107	0.90	0.89	0.76		
108	0.83	0.90	0.87	0.82	
T1	0.93	0.97	0.90	0.92	0.95
T2	0.92	0.96	0.87	0.89	0.90

TABLE T-9

PLATOON SERGEANT CONSIDERATION (CONSIDPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	73	74	75	76	77
74	0.82				
75	0.72	0.77			
76	0.65	0.70	0.59		
77	0.66	0.71	0.74	0.59	
T1	0.89	0.92	0.87	0.81	0.85
T2	0.81	0.87	0.81	0.71	0.76

PLATOON LEVEL ITEMS

	73	74	75	76	77
74	0.88				
75	0.80	0.83			
76	0.79	0.85	0.74		
77	0.81	0.84	0.82	0.71	
T1	0.93	0.96	0.90	0.89	0.90
T2	0.89	0.93	0.86	0.83	0.85

TABLE T-9 CONT.

PLATOON SERGEANT CONSIDERATION (CONSIDPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	73	74	75	76	77
74	0.77				
75	0.75	0.76			
76	0.74	0.71	0.74		
77	0.79	0.76	0.78	0.77	
T1	0.90	0.89	0.89	0.88	0.91
T2	0.84	0.82	0.83	0.81	0.86

PLATOON LEVEL ITEMS

	73	74	75	76	77
74	0.74				
75	0.77	0.80			
76	0.81	0.75	0.77		
77	0.76	0.78	0.85	0.84	
T1	0.90	0.89	0.91	0.91	0.92
T2	0.83	0.83	0.86	0.86	0.88

TABLE T-10

PLATOON LEADER CONSIDERATION (CONSIDPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	118	119	120	121	122
119	0.80				
120	0.70	0.72			
121	0.74	0.71	0.64		
122	0.63	0.65	0.65	0.65	
T1	0.89	0.90	0.85	0.86	0.83
T2	0.83	0.83	0.77	0.78	0.73

PLATOON LEVEL ITEMS

	118	119	120	121	122
119	0.91				
120	0.77	0.79			
121	0.84	0.82	0.57		
122	0.79	0.79	0.84	0.63	
T1	0.95	0.94	0.84	0.88	0.86
T2	0.93	0.93	0.79	0.78	0.82

TABLE T-10 CONT.

PLATOON LEADER CONSIDERATION (CONSIDPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	118	119	120	121	122
119	0.82				
120	0.77	0.79			
121	0.72	0.70	0.68		
122	0.70	0.71	0.74	0.71	
T1	0.90	0.91	0.89	0.86	0.87
T2	0.84	0.85	0.83	0.78	0.79

PLATOON LEVEL ITEMS

	118	119	120	121	122
119	0.95				
120	0.89	0.91			
121	0.89	0.85	0.80		
122	0.87	0.91	0.91	0.84	
T1	0.96	0.97	0.94	0.92	0.95
T2	0.95	0.95	0.92	0.87	0.92

TABLE T-11

PLATOON LEADER CONSIDERATION (CONSIDPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	115	116	117	118	119
116	0.83				
117	0.76	0.78			
118	0.78	0.79	0.72		
119	0.71	0.77	0.76	0.72	
T1	0.91	0.93	0.89	0.89	0.88
T2	0.85	0.88	0.83	0.83	0.81

PLATOON LEVEL ITEMS

	115	116	117	118	119
116	0.85				
117	0.60	0.69			
118	0.76	0.82	0.58		
119	0.61	0.70	0.70	0.59	
T1	0.85	0.92	0.80	0.80	0.85
T2	0.81	0.90	0.72	0.79	0.72

TABLE T-11 CONT.

PLATOON LEADER CONSIDERATION (CONSIDPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	116	117	118	119	120
117	0.80				
118	0.80	0.81			
119	0.77	0.72	0.70		
120	0.69	0.73	0.70	0.56	
T1	0.91	0.92	0.90	0.84	0.83
T2	0.86	0.87	0.85	0.76	0.74

PLATOON LEVEL ITEMS

	116	117	118	119	120
117	0.84				
118	0.84	0.86			
119	0.81	0.80	0.80		
120	0.67	0.75	0.66	0.57	
T1	0.90	0.93	0.89	0.84	0.86
T2	0.88	0.91	0.88	0.81	0.71

TABLE T-12

PLATOON LEADER CONSIDERATION (CONSIDPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	91	92	93	94	95
92	0.63				
93	0.69	0.79			
94	0.43	0.70	0.49		
95	0.46	0.53	0.60	0.35	
T1	0.76	0.89	0.88	0.70	0.78
T2	0.66	0.82	0.80	0.57	0.58

PRE QUESTIONNAIRE

	91	92	93	94	95
92	0.65				
93	0.66	0.60			
94	0.66	0.50	0.45		
95	0.54	0.61	0.54	0.25	
T1	0.87	0.85	0.80	0.71	0.75
T2	0.79	0.74	0.70	0.54	0.58

TABLE T-13

COMPANY COMMANDER CONSIDERATION (CONSIDCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	110	111	112	113	114
111	0.92				
112	0.70	0.75			
113	0.70	0.63	0.43		
114	0.74	0.74	0.63	0.62	
T1	0.94	0.94	0.82	0.76	0.85
T2	0.90	0.90	0.72	0.66	0.78

PRE QUESTIONNAIRE

	110	111	112	113	114
111	0.86				
112	0.78	0.83			
113	0.76	0.74	0.72		
114	0.62	0.70	0.79	0.67	
T1	0.90	0.93	0.92	0.87	0.84
T2	0.84	0.88	0.87	0.80	0.76

TABLE T-14

COMPANY COMMANDER CONSIDERATION (CONSIDCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	111	112	113	114	115
112	0.72				
113	0.65	0.83			
114	0.74	0.41	0.37		
115	0.20	0.20	0.33	0.23	
T1	0.82	0.79	0.81	0.69	0.61
T2	0.73	0.68	0.71	0.54	0.28

PRE QUESTIONNAIRE

	111	112	113	114	115
112	0.71				
113	0.74	0.80			
114	0.72	0.53	0.56		
115	0.27	0.41	0.32	0.25	
T1	0.85	0.87	0.85	0.74	0.63
T2	0.75	0.78	0.76	0.62	0.36

TABLE T-15

SQUAD LEADER LEADERSHIP (LDRSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73
70	0.63				
71	0.58	0.68			
72	0.65	0.65	0.74		
73	0.65	0.71	0.73	0.83	
T1	0.80	0.83	0.87	0.90	0.91
T2	0.70	0.75	0.78	0.83	0.85

PLATOON LEVEL ITEMS

	69	70	71	72	73
70	0.62				
71	0.66	0.74			
72	0.79	0.74	0.86		
73	0.77	0.73	0.85	0.92	
T1	0.82	0.84	0.91	0.93	0.93
T2	0.77	0.76	0.86	0.93	0.92

TABLE T-15 CONT.

SQUAD LEADER LEADERSHIP (LDRSL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73
70	0.67				
71	0.66	0.73			
72	0.68	0.72	0.73		
73	0.72	0.74	0.76	0.80	
T1	0.84	0.87	0.88	0.90	0.91
T2	0.76	0.80	0.81	0.83	0.86

PLATOON LEVEL ITEMS

	69	70	71	72	73
70	0.67				
71	0.78	0.77			
72	0.77	0.75	0.80		
73	0.81	0.86	0.88	0.88	
T1	0.88	0.85	0.91	0.93	0.94
T2	0.82	0.82	0.88	0.87	0.95

TABLE T-16

PLATOON SERGEANT LEADERSHIP (LDRPS)
 ITEMS AND INTRA-SCALE CORRELATION
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	109	110	111	112	113
110	0.73				
111	0.61	0.72			
112	0.69	0.73	0.74		
113	0.71	0.77	0.73	0.83	
T1	0.84	0.89	0.86	0.91	0.91
T2	0.75	0.83	0.78	0.85	0.86

PLATOON LEVEL ITEMS

	109	110	111	112	113
110	0.87				
111	0.82	0.89			
112	0.88	0.89	0.90		
113	0.88	0.93	0.90	0.95	
T1	0.92	0.95	0.95	0.96	0.96
T2	0.89	0.94	0.91	0.95	0.96

TABLE T-16 CONT.

PLATOON SERGEANT LEADERSHIP (LDRPS)
 ITEMS AND INTRA-SCALE CORRELATION
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	109	110	111	112	113
110	0.76				
111	0.70	0.77			
112	0.74	0.79	0.82		
113	0.76	0.78	0.79	0.87	
T1	0.86	0.90	0.90	0.93	0.93
T2	0.80	0.85	0.84	0.89	0.88

PLATOON LEVEL ITEMS

	109	110	111	112	113
110	0.84				
111	0.83	0.93			
112	0.88	0.93	0.94		
113	0.85	0.95	0.93	0.96	
T1	0.91	0.95	0.96	0.98	0.98
T2	0.87	0.95	0.94	0.97	0.96

TABLE T-17

PLATOON SERGEANT LEADERSHIP (LDRPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	78	79	80	81	82
79	0.67				
80	0.66	0.75			
81	0.69	0.71	0.73		
82	0.68	0.78	0.77	0.83	
T1	0.83	0.87	0.89	0.90	0.92
T2	0.74	0.81	0.82	0.83	0.87

PLATOON LEVEL ITEMS

	78	79	80	81	82
79	0.68				
80	0.72	0.79			
81	0.74	0.79	0.86		
82	0.77	0.79	0.85	0.88	
T1	0.85	0.88	0.92	0.94	0.92
T2	0.78	0.83	0.88	0.90	0.91

TABLE T-17 CONT.

PLATOON SERGEANT LEADERSHIP (LDRPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	78	79	80	81	82
79	0.72				
80	0.70	0.78			
81	0.82	0.73	0.77		
82	0.81	0.80	0.78	0.92	
T1	0.89	0.87	0.88	0.94	0.95
T2	0.83	0.82	0.82	0.90	0.92

PLATOON LEVEL ITEMS

	78	79	80	81	82
79	0.73				
80	0.72	0.88			
81	0.82	0.76	0.82		
82	0.83	0.82	0.82	0.93	
T1	0.89	0.87	0.91	0.94	0.94
T2	0.83	0.85	0.87	0.90	0.93

TABLE T-18

PLATOON SERGEANT LEADERSHIP (LDRPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	72	73	74	75	76
73	0.70				
74	0.70	0.89			
75	0.72	0.80	0.83		
76	0.69	0.83	0.86	0.87	
T1	0.82	0.92	0.93	0.93	0.93
T2	0.75	0.88	0.90	0.88	0.90

PRE QUESTIONNAIRE

	72	73	74	75	76
73	0.48				
74	0.62	0.81			
75	0.84	0.60	0.70		
76	0.81	0.65	0.66	0.89	
T1	0.87	0.78	0.85	0.93	0.92
T2	0.73	0.70	0.77	0.88	0.88

TABLE T-19

PLATOON LEADER LEADERSHIP (LDRPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS,
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	123	124	125	126	127
124	0.73				
125	0.68	0.74			
126	0.74	0.67	0.72		
127	0.76	0.73	0.75	0.82	
T1	0.88	0.86	0.87	0.89	0.91
T2	0.81	0.79	0.80	0.82	0.86

PLATOON LEVEL ITEMS

	123	124	125	126	127
124	0.84				
125	0.83	0.86			
126	0.88	0.81	0.85		
127	0.90	0.85	0.88	0.91	
T1	0.94	0.89	0.92	0.95	0.95
T2	0.91	0.88	0.90	0.91	0.94

TABLE T-19 CONT.

PLATOON LEADER LEADERSHIP (LDRPL)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL AND PLATOON LEVELS,
PRE QUESTIONNAIRE, SQUAD MEMBERS

PRE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	123	124	125	126	127
124	0.74				
125	0.73	0.77			
126	0.75	0.72	0.76		
127	0.76	0.76	0.78	0.84	
T1	0.88	0.88	0.90	0.91	0.92
T2	0.82	0.82	0.84	0.85	0.87

PLATOON LEVEL ITEMS

	123	124	125	126	127
124	0.83				
125	0.84	0.92			
126	0.88	0.88	0.91		
127	0.89	0.91	0.93	0.96	
T1	0.92	0.94	0.96	0.97	0.97
T2	0.89	0.92	0.93	0.95	0.97

TABLE T-20

PLATOON LEADER LEADERSHIP (LDRPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

BASELINE QUESTIONNAIRE

INDIVIDUAL LEVEL ITEMS

	120	121	122	123	124
121	0.73				
122	0.74	0.78			
123	0.72	0.68	0.75		
124	0.77	0.73	0.79	0.89	
T1	0.88	0.86	0.90	0.91	0.93
T2	0.81	0.79	0.84	0.84	0.89

PLATOON LEVEL ITEMS

	120	121	122	123	124
121	0.77				
122	0.72	0.80			
123	0.69	0.69	0.63		
124	0.78	0.74	0.72	0.89	
T1	0.84	0.87	0.84	0.87	0.90
T2	0.82	0.83	0.78	0.81	0.89

TABLE T-20 CONT.

PLATOON LEADER LEADERSHIP (LDRPL)
ITEMS AND INTRA-SCALE CORRELATIONS
AT THE INDIVIDUAL PRE QUESTIONNAIRE
PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	121	122	123	124	125
122	0.82				
123	0.65	0.82			
124	0.71	0.74	0.71		
125	0.75	0.78	0.76	0.88	
T1	0.86	0.92	0.87	0.90	0.93
T2	0.80	0.87	0.80	0.84	0.88

PLATOON LEVEL ITEMS

	121	122	123	124	125
122	0.84				
123	0.68	0.83			
124	0.77	0.83	0.78		
125	0.84	0.87	0.83	0.92	
T1	0.87	0.94	0.90	0.93	0.96
T2	0.83	0.91	0.83	0.89	0.94

TABLE T-21

PLATOON LEADER LEADERSHIP (LDRPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	96	97	98	99	100
97	0.76				
98	0.55	0.69			
99	0.61	0.66	0.86		
100	0.71	0.73	0.81	0.87	
T1	0.82	0.87	0.88	0.90	0.93
T2	0.72	0.79	0.82	0.85	0.89

PRE QUESTIONNAIRE

	96	97	98	99	100
97	0.58				
98	0.55	0.82			
99	0.63	0.73	0.73		
100	0.64	0.75	0.83	0.80	
T1	0.78	0.87	0.89	0.89	0.92
T2	0.66	0.82	0.83	0.83	0.87

TABLE T-22

COMPANY COMMANDER LEADERSHIP (LDRCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	115	116	117	118	119
116	0.43				
117	0.61	0.45			
118	0.78	0.58	0.81		
119	0.78	0.58	0.76	0.89	
T1	0.81	0.70	0.87	0.94	0.93
T2	0.75	0.56	0.76	0.91	0.89

PRE QUESTIONNAIRE

	115	116	117	118	119
116	0.54				
117	0.81	0.57			
118	0.84	0.50	0.84		
119	0.87	0.56	0.83	0.86	
T1	0.92	0.68	0.92	0.93	0.94
T2	0.88	0.58	0.87	0.87	0.90

TABLE T-23

COMPANY COMMANDER LEADERSHIP (LDRCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	116	117	118	119	120
117	0.69				
118	0.63	0.80			
119	0.73	0.70	0.66		
120	0.73	0.76	0.69	0.93	
T1	0.84	0.87	0.85	0.92	0.94
T2	0.77	0.82	0.75	0.86	0.89

PRE QUESTIONNAIRE

	116	117	118	119	120
117	0.76				
118	0.74	0.79			
119	0.75	0.80	0.90		
120	0.75	0.78	0.87	0.98	
T1	0.86	0.88	0.93	0.96	0.95
T2	0.79	0.84	0.90	0.94	0.93

TABLE T-24

PLATOON LEADER STRESS (STRESSPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	101	102	103	104	105
102	0.62				
103	0.54	0.62			
104	0.50	0.63	0.44		
105	0.61	0.72	0.78	0.64	
T1	0.78	0.83	0.82	0.78	0.90
T2	0.66	0.78	0.70	0.64	0.84

PRE QUESTIONNAIRE

	101	102	103	104	105
102	0.64				
103	0.54	0.49			
104	0.35	0.53	0.53		
105	0.63	0.57	0.67	0.70	
T1	0.80	0.79	0.79	0.75	0.89
T2	0.65	0.68	0.68	0.63	0.80

TABLE T-25

COMPANY COMMANDER STRESS (STRESSCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 BASELINE AND PRE QUESTIONNAIRES, PLATOON LEADERS

BASELINE QUESTIONNAIRE

	121	122	123	124	125
122	0.70				
123	0.39	0.55			
124	0.67	0.55	0.50		
125	0.41	0.30	-0.04	0.24	
T1	0.86	0.77	0.66	0.81	0.51
T2	0.75	0.73	0.45	0.68	0.28

PRE QUESTIONNAIRE

	121	122	123	124	125
122	0.64				
123	0.41	0.64			
124	0.57	0.52	0.53		
125	0.65	0.57	0.38	0.59	
T1	0.80	0.82	0.75	0.80	0.82
T2	0.70	0.74	0.58	0.68	0.67

APPENDIX U

FACTOR ANALYSES OF ITEMS MEASURING LEADERSHIP MEDIATING FACTORS

Appendix U contains the results of the factor analyses after Varimax rotation for the items in the group of scales measuring the leadership mediating factors. Identifying characteristics located in the heading of each table include the rater (SM, SL, PS, PL), type of item rated, questionnaire (base or pre), the amount of variance accounted for by the factors, and the number of factors produced in each analysis. In addition, the item number and its original scale are listed. Factor loadings greater than or equal to .40 are listed in their respective factor columns.

TABLE U-1

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 SQUAD MEMBERS RATING THE PLATOON SERGEANT
 65.5% OF VARIANCE ACCOUNTED FOR AT BASE
 68.8% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1106 PRE N = 1064

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
100	STRUCTPS	0.78	0.81
101	STRUCTPS	0.68	0.74
102	STRUCTPS	0.78	0.82
103	STRUCTPS	0.84	0.84
104	CONSIDPS	0.83	0.84
105	CONSIDPS	0.87	0.85
106	CONSIDPS	0.87	0.87
107	CONSIDPS	0.77	0.80
108	CONSIDPS	0.84	0.88

TABLE U-2

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD LEADERS RATING PLATOON SERGEANT
 SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE
 64.5% OF VARIANCE ACCOUNTED FOR AT BASE
 72.8% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 194 PRE N = 162

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
69	STRUCTPS	0.78	0.82
70	STRUCTPS	0.71	0.74
71	STRUCTPS	0.76	0.86
72	STRUCTPS	0.80	0.89
73	CONSIDPS	0.84	0.87
74	CONSIDPS	0.88	0.87
75	CONSIDPS	0.87	0.90
76	CONSIDPS	0.72	0.85
77	CONSIDPS	0.85	0.87

TABLE U-3

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS AND SQUAD LEADERS RATING PLATOON SERGEANTS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SQUAD LEADER ITEMS IDENTICAL TO SQUAD MEMBER ITEMS
 65.4% OF VARIANCE ACCOUNTED FOR AT BASE
 69.4% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1300 PRE N = 1240

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
100	STRUCTPS	0.78	0.82
101	STRUCTPS	0.68	0.74
102	STRUCTPS	0.78	0.83
103	STRUCTPS	0.84	0.85
104	CONSIDPS	0.83	0.84
105	CONSIDPS	0.87	0.86
106	CONSIDPS	0.87	0.87
107	CONSIDPS	0.87	0.81
108	CONSIDPS	0.84	0.88

TABLE U-4

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS RATING PLATOON SERGEANTS
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 73.1% OF VARIANCE ACCOUNTED FOR AT BASE
 70.2% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCES AT BASE, 1 AT PRE
 BASE N = 1106 PRE N = 1057

ITEM	SCALE	BASELINE		PRE
		FACTORS 1	2	FACTOR 1
100	STRUCTPS		0.77	0.80
101	STRUCTPS		0.82	0.71
102	STRUCTPS		0.76	0.80
103	STRUCTPS	0.50	0.69	0.84
104	CONSIDPS	0.86		0.83
105	CONSIDPS	0.82		0.85
106	CONSIDPS	0.68	0.54	0.85
107	CONSIDPS	0.85		0.80
108	CONSIDPS	0.68	0.48	0.87
109	LDRPS	0.51	0.63	0.85
110	LDRPS	0.57	0.64	0.88
111	LDRPS	0.67	0.48	0.85
112	LDRPS	0.70	0.50	0.89
113	LDRPS	0.70	0.54	0.89

TABLE U-5

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD LEADERS RATING PLATOON SERGEANT
 SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE
 65.2% OF VARIANCE ACCOUNTED FOR AT BASE
 72.2% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 192 PRE N = 162

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
69	STRUCTPS	0.78	0.81
70	STRUCTPS	0.66	0.72
71	STRUCTPS	0.71	0.85
72	STRUCTPS	0.79	0.89
73	CONSIDPS	0.83	0.86
74	CONSIDPS	0.88	0.84
75	CONSIDPS	0.87	0.87
76	CONSIDPS	0.70	0.83
77	CONSIDPS	0.84	0.87
78	LDRPS	0.81	0.84
79	LDRPS	0.84	0.86
80	LDRPS	0.84	0.84
81	LDRPS	0.83	0.87
82	LDRPS	0.88	0.94

TABLE U-6

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS AND SQUAD LEADERS RATING PLATOON SERGEANTS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SQUAD LEADER ITEMS IDENTICAL TO SQUAD MEMBER ITEMS
 73.0% OF VARIANCE ACCOUNTED FOR AT BASE
 70.4% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BASE, 1 AT PRE
 BASE N = 1298 PRE N = 1220

ITEM	SCALE	BASELINE		PRE
		FACTORS		FACTOR
		1	2	1
100	STRUCTPS		0.77	0.80
101	STRUCTPS		0.83	0.71
102	STRUCTPS		0.75	0.80
103	STRUCTPS	0.49	0.69	0.84
104	CONSIDPS	0.85		0.83
105	CONSIDPS	0.82		0.85
106	CONSIDPS	0.69	0.53	0.85
107	CONSIDPS	0.85		0.80
108	CONSIDPS	0.68	0.48	0.87
109	LDRPS	0.52	0.63	0.85
110	LDRPS	0.59	0.62	0.88
111	LDRPS	0.68	0.47	0.85
112	LDRPS	0.71	0.48	0.89
113	LDRPS	0.71	0.53	0.90

TABLE U-7

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS RATING PLATOON LEADERS
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 66.2% OF VARIANCE ACCOUNTED FOR AT BASE
 70.4% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1031 PRE N = 997

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
114	STRUCTPL	0.81	0.83
115	STRUCTPL	0.74	0.75
116	STRUCTPL	0.78	0.84
117	STRUCTPL	0.83	0.85
118	CONSIDPL	0.84	0.86
119	CONSIDPL	0.86	0.88
120	CONSIDPL	0.85	0.89
121	CONSIDPL	0.79	0.79
122	CONSIDPL	0.81	0.86

TABLE U-8

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD LEADERS RATING PLATOON LEADERS
 SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE
 71.5% OF VARIANCE ACCOUNTED FOR AT BASE
 74.4% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 182 PRE N = 156

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
111/112	STRUCTPL	0.85	0.85
112/113	STRUCTPL	0.81	0.86
113/114	STRUCTPL	0.71	0.84
114/115	STRUCTPL	0.86	0.90
115/116	CONSIDPL	0.87	0.88
116/117	CONSIDPL	0.91	0.88
117/118	CONSIDPL	0.89	0.89
118/119	CONSIDPL	0.83	0.81
119/120	CONSIDPL	0.86	0.86

TABLE U-9

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS, SQUAD LEADERS AND PLATOON SERGEANTS
 RATING PLATOON LEADERS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SQUAD LEADER AND PLATOON SERGEANT ITEMS IDENTICAL
 TO SQUAD MEMBER ITEMS
 67.0% OF VARIANCE ACCOUNTED FOR AT BASE
 70.6% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1274 PRE N = 1206

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
114	STRUCTPL	0.82	0.83
115	STRUCTPL	0.75	0.77
116	STRUCTPL	0.77	0.83
117	STRUCTPL	0.83	0.86
118	CONSIDPL	0.85	0.86
119	CONSIDPL	0.87	0.88
120	CONSIDPL	0.86	0.89
121	CONSIDPL	0.80	0.79
122	CONSIDPL	0.82	0.86

TABLE U-10

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS RATING PLATOON LEADERS
 SQUAD MEMBER BASELINE AND PRE QUESTIONNAIRE
 66.3% OF VARIANCE ACCOUNTED FOR AT BASE
 70.7% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1031 PRE N = 996

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
114	STRUCTPL	0.79	0.81
115	STRUCTPL	0.71	0.73
116	STRUCTPL	0.74	0.81
117	STRUCTPL	0.83	0.83
118	CONSIDPL	0.83	0.86
119	CONSIDPL	0.85	0.87
120	CONSIDPL	0.84	0.88
121	CONSIDPL	0.79	0.79
122	CONSIDPL	0.80	0.86
123	LDRPL	0.83	0.85
124	LDRPL	0.85	0.83
125	LDRPL	0.84	0.86
126	LDRPL	0.83	0.86
127	LDRPL	0.87	0.88

TABLE U-11

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
AFTER VARIMAX ROTATION

SQUAD LEADERS RATING PLATOON LEADERS

SQUAD LEADER BASELINE AND PRE QUESTIONNAIRE

70.4% OF VARIANCE ACCOUNTED FOR AT BASE

72.8% OF VARIANCE ACCOUNTED FOR AT PRE

1 FACTOR PRODUCED AT BOTH BASE AND PRE

BASE N = 182 PRE N = 158

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
111/112	STRUCTPL	0.85	0.87
112/113	STRUCTPL	0.79	0.85
113/114	STRUCTPL	0.65	0.83
114/115	STRUCTPL	0.86	0.89
115/116	CONSIDPL	0.85	0.84
116/117	CONSIDPL	0.90	0.87
117/118	CONSIDPL	0.88	0.87
118/119	CONSIDPL	0.82	0.77
119/120	CONSIDPL	0.85	0.85
120/121	LDRPL	0.82	0.83
121/122	LDRPL	0.81	0.89
122/123	LDRPL	0.87	0.85
123/124	LDRPL	0.87	0.87
124/125	LDRPL	0.90	0.87

TABLE U-12

FACTOR LOADINGS OF LEADERSHIP EVALUATION ITEMS
 AFTER VARIMAX ROTATION
 SQUAD MEMBERS, SQUAD LEADERS AND PLATOON SERGEANTS
 RATING PLATOON LEADERS
 ITEM NUMBER BASED ON SQUAD MEMBER QUESTIONNAIRE
 SQUAD LEADER AND PLATOON SERGEANT ITEMS IDENTICAL
 TO SQUAD MEMBER ITEMS
 66.9% OF VARIANCE ACCOUNTED FOR AT BASE
 70.8% OF VARIANCE ACCOUNTED FOR AT PRE
 1 FACTOR PRODUCED AT BOTH BASE AND PRE
 BASE N = 1274 PRE N = 1206

ITEM	SCALE	BASELINE	PRE
		FACTOR 1	FACTOR 1
114	STRUCTPL	0.80	0.82
115	STRUCTPL	0.72	0.74
116	STRUCTPL	0.72	0.81
117	STRUCTPL	0.83	0.84
118	CONSIDPL	0.83	0.85
119	CONSIDPL	0.86	0.87
120	CONSIDPL	0.85	0.88
121	CONSIDPL	0.79	0.79
122	CONSIDPL	0.81	0.85
123	LDRPL	0.83	0.84
124	LDRPL	0.84	0.88
125	LDRPL	0.84	0.86
126	LDRPL	0.84	0.86
127	LDRPL	0.88	0.88

TABLE U-13

FACTOR LOADINGS OF LEADERSHIP STYLE ITEMS
 AFTER VARIMAX ROTATION
 PLATOON SERGEANTS AND PLATOON LEADERS
 RATING COMPANY COMMANDERS
 ITEM NUMBER BASED ON PLATOON SERGEANT QUESTIONNAIRE
 PLATOON LEADER ITEMS IDENTICAL TO PLATOON SERGEANT ITEMS
 66.3% OF VARIANCE ACCOUNTED FOR AT BASE
 69.8% OF VARIANCE ACCOUNTED FOR AT PRE
 2 FACTORS PRODUCED AT BOTH BASE AND PRE
 BASE N = 99 PRE N = 96

ITEM	SCALE	BASELINE		PRE	
		FACTORS		FACTORS	
		1	2	1	2
106	STRUCTCC	0.66		0.48	0.66
107	STRUCTCC	0.52	0.54	0.45	0.70
108	STRUCTCC		0.83		0.75
109	STRUCTCC	0.53	0.62	0.55	0.59
110	CONSIDCC	0.86		0.87	
111	CONSIDCC	0.89		0.85	
112	CONSIDCC	0.79		0.82	
113	CONSIDCC	0.79		0.82	
114	CONSIDCC		0.69		0.69

APPENDIX V

REVISED MEASURES OF LEADERSHIP MEDIATING FACTORS: INTER-ITEM AND ITEM-TOTAL CORRELATIONS

The tables in Appendix V contain inter-item and item-total correlations for the revised scales measuring the leadership mediating factors in the base and pre questionnaires. Correlations are for the individual-level or platoon-level ratings of the type of platoon member indicated in the last line of the heading. Scale items are identified by their corresponding questionnaire item numbers; using those numbers the actual numbers may be found in Appendix A. In the tables, T1 refers to the correlation between the item and the mean of all scale items. T2 refers to the correlation between the item and the scale mean with that particular item deleted.

TABLE V-1

PLATOON SERGEANT LEADERSHIP STYLE (STYLEPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.60								
102	0.64	0.63							
103	0.70	0.55	0.70						
104	0.53	0.40	0.55	0.63					
105	0.59	0.48	0.59	0.65	0.82				
106	0.66	0.56	0.65	0.67	0.71	0.78			
107	0.47	0.38	0.50	0.55	0.77	0.73	0.67		
108	0.60	0.49	0.59	0.66	0.69	0.71	0.69	0.64	
T1	0.78	0.67	0.78	0.83	0.84	0.88	0.87	0.78	0.83
T2	0.72	0.61	0.73	0.78	0.84	0.84	0.84	0.73	0.79

PLATOON LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.66								
102	0.84	0.72							
103	0.86	0.53	0.84						
104	0.60	0.31	0.63	0.79					
105	0.63	0.36	0.70	0.82	0.94				
106	0.67	0.43	0.79	0.84	0.83	0.91			
107	0.44	0.18	0.52	0.67	0.90	0.87	0.78		
108	0.75	0.47	0.75	0.87	0.85	0.91	0.89	0.75	
T1	0.80	0.55	0.85	0.92	0.91	0.95	0.93	0.83	0.94
T2	0.76	0.48	0.82	0.91	0.88	0.92	0.91	0.76	0.93

TABLE V-1 CONT.

PLATOON SERGEANT LEADERSHIP STYLE (STYLEPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.69								
102	0.69	0.67							
103	0.69	0.63	0.73						
104	0.59	0.49	0.58	0.62					
105	0.61	0.50	0.59	0.65	0.83				
106	0.70	0.60	0.68	0.69	0.70	0.72			
107	0.56	0.47	0.56	0.57	0.77	0.74	0.66		
108	0.68	0.60	0.68	0.71	0.72	0.73	0.74	0.71	
T1	0.81	0.73	0.81	0.84	0.85	0.86	0.86	0.81	0.88
T2	0.77	0.68	0.77	0.79	0.80	0.82	0.83	0.76	0.84

PLATOON LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.87								
102	0.88	0.82							
103	0.85	0.70	0.89						
104	0.70	0.56	0.78	0.83					
105	0.75	0.61	0.79	0.85	0.93				
106	0.84	0.71	0.83	0.89	0.84	0.88			
107	0.61	0.47	0.69	0.72	0.90	0.90	0.76		
108	0.81	0.69	0.83	0.85	0.83	0.91	0.87	0.82	
T1	0.88	0.77	0.91	0.93	0.92	0.95	0.94	0.87	0.94
T2	0.85	0.73	0.90	0.91	0.89	0.93	0.92	0.82	0.92

TABLE V-2

PLATOON SERGEANT LEADERSHIP STYLE (STYLEPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.63								
71	0.57	0.65							
72	0.72	0.55	0.67						
73	0.60	0.50	0.56	0.59					
74	0.65	0.57	0.60	0.61	0.83				
75	0.66	0.63	0.57	0.65	0.74	0.78			
76	0.38	0.36	0.55	0.40	0.65	0.68	0.60		
77	0.64	0.59	0.59	0.63	0.69	0.72	0.75	0.60	
T1	0.78	0.71	0.76	0.79	0.85	0.88	0.86	0.73	0.84
T2	0.74	0.67	0.72	0.73	0.80	0.85	0.84	0.64	0.80

PLATOON LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.60								
71	0.65	0.64							
72	0.76	0.59	0.74						
73	0.62	0.64	0.66	0.73					
74	0.68	0.69	0.74	0.73	0.89				
75	0.72	0.73	0.64	0.70	0.78	0.80			
76	0.46	0.61	0.62	0.53	0.77	0.82	0.70		
77	0.73	0.69	0.69	0.82	0.81	0.86	0.83	0.72	
T1	0.76	0.76	0.82	0.84	0.91	0.93	0.90	0.82	0.92
T2	0.75	0.74	0.78	0.80	0.87	0.92	0.86	0.76	0.90

TABLE V-2 CONT.

PLATOON SERGEANT LEADERSHIP STYLE (STYLEPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.63								
71	0.78	0.66							
72	0.75	0.63	0.73						
73	0.65	0.52	0.67	0.75					
74	0.64	0.56	0.70	0.76	0.78				
75	0.69	0.61	0.78	0.74	0.74	0.78			
76	0.65	0.55	0.69	0.71	0.76	0.72	0.75		
77	0.64	0.49	0.68	0.71	0.79	0.76	0.78	0.79	
T1	0.82	0.74	0.86	0.89	0.87	0.87	0.90	0.85	0.87
T2	0.79	0.66	0.83	0.85	0.83	0.84	0.86	0.82	0.83

PLATOON LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.62								
71	0.81	0.63							
72	0.76	0.68	0.80						
73	0.62	0.64	0.66	0.68					
74	0.72	0.61	0.81	0.81	0.75				
75	0.71	0.65	0.83	0.77	0.77	0.81			
76	0.59	0.60	0.69	0.73	0.81	0.75	0.77		
77	0.76	0.54	0.80	0.77	0.76	0.79	0.86	0.84	
T1	0.85	0.76	0.89	0.88	0.86	0.90	0.91	0.87	0.91
T2	0.80	0.70	0.86	0.86	0.81	0.87	0.89	0.83	0.88

TABLE V-3

PLATOON LEADER LEADERSHIP STYLE (STYLEPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	114	115	116	117	118	119	120	121	122
115	0.70								
116	0.65	0.65							
117	0.65	0.60	0.65						
118	0.58	0.52	0.57	0.66					
119	0.61	0.58	0.60	0.68	0.81				
120	0.68	0.61	0.61	0.66	0.71	0.73			
121	0.57	0.50	0.52	0.60	0.74	0.72	0.65		
122	0.59	0.52	0.63	0.64	0.66	0.68	0.67	0.66	
T1	0.80	0.73	0.78	0.82	0.84	0.86	0.85	0.80	0.81
T2	0.76	0.69	0.73	0.78	0.81	0.83	0.82	0.75	0.77

PLATOON LEVEL ITEMS

	114	115	116	117	118	119	120	121	122
115	0.84								
116	0.69	0.63							
117	0.77	0.66	0.79						
118	0.60	0.50	0.54	0.70					
119	0.69	0.57	0.57	0.73	0.92				
120	0.77	0.69	0.76	0.81	0.79	0.81			
121	0.54	0.39	0.44	0.59	0.86	0.84	0.60		
122	0.70	0.63	0.68	0.80	0.80	0.80	0.85	0.64	
T1	0.83	0.73	0.76	0.88	0.90	0.92	0.92	0.80	0.89
T2	0.80	0.69	0.72	0.85	0.86	0.89	0.89	0.73	0.87

TABLE V-3 CONT.

PLATOON LEADER LEADERSHIP STYLE (STYLEPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	114	115	116	117	118	119	120	121	122
115	0.71								
116	0.71	0.67							
117	0.69	0.64	0.73						
118	0.66	0.55	0.63	0.70					
119	0.66	0.56	0.67	0.70	0.82				
120	0.71	0.63	0.71	0.73	0.78	0.80			
121	0.56	0.52	0.58	0.60	0.74	0.72	0.69		
122	0.65	0.56	0.71	0.72	0.71	0.73	0.75	0.72	
T1	0.83	0.75	0.84	0.85	0.86	0.87	0.89	0.79	0.86
T2	0.78	0.76	0.80	0.81	0.83	0.84	0.86	0.75	0.82

PLATOON LEVEL ITEMS

	114	115	116	117	118	119	120	121	122
115	0.89								
116	0.91	0.82							
117	0.86	0.79	0.82						
118	0.79	0.65	0.72	0.81					
119	0.81	0.69	0.79	0.82	0.95				
120	0.91	0.77	0.84	0.88	0.90	0.91			
121	0.69	0.58	0.62	0.68	0.89	0.86	0.81		
122	0.85	0.70	0.85	0.84	0.87	0.91	0.92	0.84	
T1	0.93	0.82	0.90	0.90	0.92	0.95	0.97	0.85	0.95
T2	0.91	0.79	0.86	0.89	0.91	0.93	0.96	0.82	0.94

TABLE V-4

PLATOON LEADER LEADERSHIP STYLE (STYLEPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	111	112	113	114	115	116	117	118	119
112	0.77								
113	0.54	0.65							
114	0.76	0.76	0.64						
115	0.70	0.66	0.54	0.70					
116	0.75	0.68	0.61	0.76	0.84				
117	0.78	0.70	0.60	0.78	0.78	0.81			
118	0.62	0.57	0.47	0.60	0.79	0.79	0.74		
119	0.69	0.59	0.63	0.68	0.72	0.77	0.79	0.72	
T1	0.85	0.81	0.71	0.86	0.87	0.91	0.89	0.83	0.86
T2	0.82	0.78	0.67	0.83	0.84	0.89	0.88	0.78	0.82

PLATOON LEVEL ITEMS

	111	112	113	114	115	116	117	118	119
112	0.79								
113	0.50	0.48							
114	0.76	0.76	0.59						
115	0.57	0.58	0.52	0.60					
116	0.58	0.55	0.50	0.65	0.85				
117	0.78	0.68	0.61	0.63	0.56	0.66			
118	0.44	0.36	0.37	0.35	0.71	0.79	0.59		
119	0.64	0.57	0.66	0.70	0.67	0.75	0.68	0.60	
T1	0.84	0.76	0.69	0.84	0.79	0.85	0.83	0.67	0.87
T2	0.78	0.74	0.62	0.78	0.77	0.84	0.80	0.65	0.82

TABLE V-4 CONT.

PLATOON LEADER LEADERSHIP STYLE (STYLEPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	112	113	114	115	116	117	118	119	120
113	0.76								
114	0.72	0.76							
115	0.80	0.76	0.76						
116	0.68	0.70	0.68	0.77					
117	0.63	0.70	0.65	0.75	0.82				
118	0.72	0.72	0.68	0.77	0.83	0.83			
119	0.53	0.64	0.64	0.66	0.79	0.72	0.71		
120	0.75	0.70	0.72	0.73	0.71	0.73	0.72	0.56	
T1	0.85	0.85	0.84	0.90	0.88	0.89	0.88	0.81	0.86
T2	0.80	0.83	0.81	0.87	0.87	0.84	0.87	0.75	0.81

PLATOON LEVEL ITEMS

	112	113	114	115	116	117	118	119	120
113	0.67								
114	0.72	0.79							
115	0.84	0.66	0.76						
116	0.59	0.71	0.67	0.58					
117	0.63	0.76	0.71	0.73	0.85				
118	0.65	0.80	0.77	0.67	0.85	0.87			
119	0.47	0.62	0.70	0.55	0.82	0.80	0.80		
120	0.81	0.67	0.71	0.80	0.68	0.75	0.67	0.58	
T1	0.84	0.84	0.88	0.86	0.85	0.91	0.89	0.80	0.87
T2	0.77	0.82	0.84	0.81	0.83	0.88	0.88	0.76	0.82

TABLE V-5

PLATOON LEADER LEADERSHIP STYLE (STYLEPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE

	87	88	89	90	91	92	93	94	95
88	0.75								
89	0.40	0.48							
90	0.63	0.62	0.64						
91	0.68	0.51	0.40	0.46					
92	0.62	0.59	0.42	0.52	0.65				
93	0.69	0.70	0.52	0.68	0.68	0.81			
94	0.23	0.23	0.33	0.28	0.39	0.70	0.48		
95	0.49	0.44	0.55	0.59	0.44	0.56	0.59	0.33	
T1	0.82	0.72	0.72	0.82	0.75	0.83	0.88	0.61	0.78
T2	0.73	0.71	0.61	0.74	0.68	0.79	0.85	0.45	0.65

PRE QUESTIONNAIRE

	87	88	89	90	91	92	93	94	95
88	0.67								
89	0.47	0.52							
90	0.58	0.59	0.59						
91	0.52	0.60	0.63	0.64					
92	0.35	0.47	0.55	0.55	0.65				
93	0.73	0.69	0.61	0.71	0.74	0.67			
94	0.26	0.37	0.33	0.33	0.71	0.52	0.48		
95	0.49	0.63	0.63	0.61	0.56	0.65	0.68	0.27	
T1	0.69	0.70	0.72	0.80	0.83	0.77	0.88	0.58	0.80
T2	0.63	0.73	0.70	0.74	0.82	0.71	0.86	0.50	0.72

TABLE V-6
COMPANY COMMANDER LEADERSHIP STYLE (STYLECC)
ITEMS AND INTRA-SCALE CORRELATIONS
PLATOON SERGEANTS

BASELINE QUESTIONNAIRE									
	106	107	108	109	110	111	112	113	114
107	0.60								
108	0.23	0.34							
109	0.56	0.56	0.44						
110	0.38	0.50	0.27	0.68					
111	0.43	0.44	0.31	0.73	0.92				
112	0.60	0.66	0.42	0.75	0.73	0.79			
113	0.37	0.32	0.06	0.31	0.69	0.62	0.44		
114	0.46	0.64	0.30	0.65	0.76	0.78	0.71	0.60	
T1	0.65	0.72	0.50	0.84	0.87	0.88	0.88	0.64	0.84
T2	0.57	0.65	0.37	0.78	0.82	0.84	0.85	0.54	0.81

PRE QUESTIONNAIRE									
	106	107	108	109	110	111	112	113	114
107	0.91								
108	0.26	0.26							
109	0.59	0.55	0.22						
110	0.58	0.54	0.10	0.79					
111	0.70	0.76	0.12	0.94	0.89				
112	0.75	0.78	0.21	0.85	0.78	0.87			
113	0.49	0.54	0.05	0.69	0.83	0.82	0.76		
114	0.76	0.75	0.12	0.68	0.72	0.78	0.81	0.78	
T1	0.80	0.80	0.38	0.81	0.83	0.87	0.91	0.74	0.85
T2	0.78	0.79	0.19	0.79	0.80	0.88	0.91	0.74	0.84

TABLE V-7

COMPANY COMMANDER LEADERSHIP STYLE (STYLECC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON LEADERS

BASELINE QUESTIONNAIRE

	107	108	109	110	111	112	113	114	115
108	0.52								
109	0.06	0.30							
110	0.20	0.29	0.18						
111	0.55	0.36	-0.01	0.30					
112	0.62	0.38	-0.22	0.33	0.74				
113	0.47	0.42	-0.01	0.16	0.66	0.83			
114	0.51	0.28	-0.04	0.14	0.76	0.41	0.37		
115	0.29	0.52	0.53	0.48	0.24	0.22	0.36	0.25	
T1	0.69	0.67	0.39	0.61	0.75	0.70	0.72	0.63	0.73
T2	0.60	0.61	0.18	0.41	0.66	0.59	0.61	0.48	0.58

PRE QUESTIONNAIRE

	107	108	109	110	111	112	113	114	115
108	0.62								
109	0.30	0.31							
110	0.61	0.46	0.31						
111	0.52	0.31	0.16	0.33					
112	0.57	0.42	0.10	0.40	0.72				
113	0.53	0.39	0.17	0.34	0.75	0.79			
114	0.38	0.29	0.28	0.27	0.71	0.53	0.57		
115	0.45	0.47	0.54	0.52	0.31	0.42	0.32	0.30	
T1	0.77	0.75	0.47	0.76	0.67	0.76	0.78	0.63	0.72
T2	0.72	0.58	0.38	0.58	0.64	0.67	0.66	0.57	0.62

TABLE V-8

PLATOON SERGEANT LEADERSHIP EVALUATION (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS										
	100	101	102	103	104	105	106	107	108	
101	0.61									
102	0.65	0.64								
103	0.71	0.55	0.70							
104	0.53	0.42	0.55	0.64						
105	0.59	0.50	0.60	0.65	0.81					
106	0.66	0.58	0.66	0.67	0.71	0.78				
107	0.47	0.39	0.51	0.54	0.77	0.73	0.67			
108	0.61	0.49	0.60	0.67	0.70	0.72	0.70	0.64		
109	0.64	0.52	0.60	0.66	0.57	0.63	0.70	0.48	0.65	
110	0.69	0.53	0.64	0.69	0.61	0.66	0.70	0.56	0.66	
111	0.60	0.45	0.60	0.63	0.65	0.66	0.69	0.63	0.65	
112	0.62	0.48	0.58	0.65	0.68	0.70	0.71	0.61	0.65	
113	0.68	0.52	0.62	0.70	0.71	0.75	0.75	0.62	0.70	
T1	0.77	0.65	0.76	0.82	0.82	0.86	0.86	0.76	0.82	
T2	0.75	0.61	0.74	0.80	0.79	0.84	0.85	0.72	0.80	
	109	110	111	112	113					
110	0.74									
111	0.62	0.72								
112	0.70	0.73	0.76							
113	0.72	0.78	0.74	0.84						
T1	0.79	0.85	0.82	0.85	0.89					
T2	0.77	0.82	0.79	0.83	0.87					

TABLE V-8 CONT.

PLATOON SERGEANT LEADERSHIP EVALUATION (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS									
	100	101	102	103	104	105	106	107	108
101	0.67								
102	0.84	0.72							
103	0.86	0.53	0.84						
104	0.60	0.31	0.63	0.79					
105	0.63	0.36	0.70	0.82	0.94				
106	0.67	0.43	0.79	0.84	0.83	0.91			
107	0.44	0.18	0.52	0.67	0.90	0.87	0.78		
108	0.75	0.47	0.75	0.87	0.85	0.91	0.89	0.75	
109	0.74	0.54	0.78	0.83	0.77	0.79	0.86	0.61	0.84
110	0.78	0.49	0.83	0.87	0.67	0.80	0.88	0.63	0.87
111	0.76	0.37	0.80	0.85	0.78	0.80	0.86	0.66	0.84
112	0.73	0.41	0.75	0.86	0.83	0.84	0.89	0.70	0.85
113	0.77	0.45	0.78	0.88	0.84	0.87	0.89	0.72	0.90
T1	0.80	0.53	0.85	0.92	0.90	0.92	0.94	0.79	0.93
T2	0.79	0.48	0.83	0.92	0.88	0.91	0.93	0.75	0.93
	109	110	111	112	113				
110	0.89								
111	0.84	0.91							
112	0.90	0.90	0.91						
113	0.89	0.94	0.91	0.96					
T1	0.91	0.93	0.92	0.94	0.96				
T2	0.90	0.93	0.91	0.93	0.96				

TABLE V-8 CONT.

PLATOON SERGEANT LEADERSHIP EVALUATION (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.70								
102	0.70	0.68							
103	0.70	0.62	0.74						
104	0.59	0.49	0.59	0.62					
105	0.62	0.50	0.60	0.65	0.83				
106	0.71	0.60	0.70	0.69	0.70	0.72			
107	0.56	0.48	0.56	0.58	0.78	0.75	0.66		
108	0.68	0.60	0.69	0.71	0.72	0.73	0.74	0.71	
109	0.71	0.63	0.70	0.74	0.63	0.65	0.71	0.62	0.75
110	0.71	0.59	0.66	0.71	0.70	0.73	0.73	0.70	0.76
111	0.62	0.52	0.64	0.69	0.71	0.72	0.68	0.71	0.71
112	0.71	0.57	0.65	0.72	0.71	0.73	0.71	0.67	0.73
113	0.72	0.59	0.67	0.72	0.72	0.74	0.72	0.70	0.74
T1	0.80	0.71	0.79	0.83	0.83	0.85	0.85	0.80	0.87
T2	0.79	0.68	0.77	0.81	0.81	0.82	0.83	0.77	0.84
	109	110	111	112	113				
110	0.77								
111	0.70	0.77							
112	0.74	0.80	0.82						
113	0.77	0.78	0.79	0.87					
T1	0.85	0.87	0.86	0.89	0.90				
T2	0.83	0.86	0.83	0.87	0.88				

TABLE V-8 CONT.

PLATOON SERGEANT LEADERSHIP EVALUATION (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS

	100	101	102	103	104	105	106	107	108
101	0.87								
102	0.88	0.82							
103	0.85	0.70	0.89						
104	0.70	0.56	0.78	0.83					
105	0.75	0.61	0.79	0.85	0.93				
106	0.84	0.71	0.83	0.89	0.84	0.88			
107	0.61	0.47	0.69	0.72	0.90	0.90	0.76		
108	0.81	0.69	0.83	0.85	0.83	0.91	0.87	0.82	
109	0.84	0.74	0.88	0.89	0.74	0.79	0.86	0.69	0.86
110	0.79	0.64	0.83	0.88	0.88	0.91	0.88	0.84	0.89
111	0.72	0.57	0.79	0.83	0.85	0.90	0.83	0.84	0.87
112	0.82	0.66	0.83	0.88	0.84	0.89	0.86	0.79	0.90
113	0.82	0.64	0.83	0.88	0.86	0.90	0.87	0.82	0.90
T1	0.87	0.74	0.90	0.93	0.91	0.94	0.93	0.86	0.94
T2	0.85	0.71	0.89	0.92	0.89	0.94	0.92	0.84	0.93
	109	110	111	112	113				
110	0.85								
111	0.84	0.94							
112	0.86	0.94	0.94						
113	0.90	0.95	0.94	0.97					
T1	0.91	0.96	0.94	0.96	0.96				
T2	0.90	0.95	0.92	0.95	0.96				

TABLE V-9

PLATOON SERGEANT EVALUATION LEADERSHIP (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.61								
71	0.59	0.65							
72	0.70	0.52	0.69						
73	0.59	0.49	0.59	0.58					
74	0.63	0.54	0.61	0.59	0.85				
75	0.67	0.62	0.62	0.66	0.75	0.79			
76	0.39	0.39	0.54	0.42	0.69	0.73	0.66		
77	0.64	0.55	0.64	0.64	0.70	0.73	0.77	0.65	
78	0.66	0.52	0.57	0.68	0.56	0.61	0.74	0.47	0.67
79	0.66	0.59	0.69	0.68	0.70	0.73	0.75	0.61	0.70
80	0.63	0.52	0.61	0.60	0.69	0.74	0.73	0.56	0.74
81	0.65	0.48	0.49	0.57	0.70	0.72	0.77	0.56	0.64
82	0.71	0.54	0.60	0.67	0.78	0.80	0.80	0.62	0.72
T1	0.77	0.67	0.72	0.78	0.84	0.88	0.87	0.71	0.83
T2	0.76	0.64	0.73	0.74	0.82	0.86	0.88	0.68	0.82
	78	79	80	81	82				
79	0.68								
80	0.67	0.76							
81	0.70	0.71	0.74						
82	0.70	0.79	0.78	0.84					
T1	0.80	0.83	0.84	0.83	0.87				
T2	0.77	0.85	0.82	0.81	0.89				

TABLE V-9 CONT.

PLATOON SERGEANT EVALUATION LEADERSHIP (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

PLATOON LEVEL ITEMS									
	69	70	71	72	73	74	75	76	77
70	0.66								
71	0.67	0.64							
72	0.77	0.61	0.75						
73	0.66	0.61	0.66	0.74					
74	0.71	0.67	0.74	0.74	0.88				
75	0.71	0.78	0.65	0.70	0.82	0.82			
76	0.50	0.58	0.62	0.54	0.76	0.81	0.74		
77	0.74	0.72	0.69	0.82	0.83	0.87	0.84	0.74	
78	0.74	0.63	0.66	0.75	0.73	0.78	0.76	0.65	0.83
79	0.59	0.68	0.66	0.61	0.73	0.80	0.78	0.75	0.78
80	0.62	0.56	0.61	0.65	0.81	0.83	0.77	0.68	0.74
81	0.64	0.60	0.60	0.68	0.82	0.84	0.82	0.75	0.77
82	0.69	0.66	0.65	0.72	0.81	0.86	0.86	0.73	0.83
T1	0.74	0.73	0.79	0.82	0.90	0.94	0.91	0.82	0.91
T2	0.77	0.74	0.75	0.80	0.88	0.93	0.90	0.78	0.91
	78	79	80	81	82				
79	0.66								
80	0.73	0.79							
81	0.75	0.80	0.86						
82	0.77	0.79	0.87	0.90					
T1	0.87	0.87	0.87	0.91	0.92				
T2	0.84	0.84	0.85	0.88	0.91				

TABLE V-9 CONT.

PLATOON SERGEANT EVALUATION LEADERSHIP (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	69	70	71	72	73	74	75	76	77
70	0.63								
71	0.78	0.65							
72	0.75	0.64	0.73						
73	0.64	0.51	0.67	0.75					
74	0.63	0.55	0.69	0.76	0.79				
75	0.68	0.60	0.77	0.74	0.75	0.77			
76	0.65	0.53	0.69	0.72	0.76	0.72	0.75		
77	0.64	0.46	0.68	0.71	0.79	0.77	0.78	0.77	
78	0.61	0.60	0.67	0.76	0.64	0.62	0.62	0.60	0.69
79	0.63	0.55	0.67	0.74	0.72	0.73	0.71	0.74	0.76
80	0.65	0.53	0.67	0.71	0.72	0.65	0.65	0.64	0.71
81	0.69	0.59	0.76	0.76	0.70	0.69	0.69	0.70	0.73
82	0.73	0.62	0.78	0.85	0.77	0.74	0.77	0.74	0.78
T1	0.81	0.72	0.84	0.89	0.86	0.84	0.87	0.83	0.87
T2	0.78	0.66	0.83	0.87	0.83	0.82	0.84	0.81	0.84
	78	79	80	81	82				
79	0.74								
80	0.71	0.79							
81	0.82	0.75	0.78						
82	0.82	0.81	0.78	0.93					
T1	0.84	0.86	0.84	0.87	0.94				
T2	0.81	0.85	0.81	0.87	0.92				

TABLE V-9 CONT.

PLATOON SERGEANT EVALUATION LEADERSHIP (EVALPS)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PLATOON LEVEL ITEMS										
	69	70	71	72	73	74	75	76	77	
70	0.62									
71	0.81	0.63								
72	0.76	0.68	0.80							
73	0.62	0.64	0.66	0.68						
74	0.72	0.61	0.81	0.81	0.75					
75	0.71	0.65	0.83	0.77	0.77	0.81				
76	0.59	0.60	0.69	0.73	0.81	0.75	0.77			
77	0.76	0.54	0.80	0.77	0.76	0.79	0.86	0.84		
78	0.66	0.65	0.73	0.77	0.66	0.61	0.68	0.72	0.77	
79	0.65	0.49	0.73	0.72	0.61	0.71	0.64	0.71	0.79	
80	0.65	0.54	0.71	0.76	0.61	0.71	0.62	0.70	0.75	
81	0.71	0.61	0.77	0.83	0.63	0.72	0.70	0.79	0.79	
82	0.78	0.63	0.82	0.86	0.75	0.78	0.78	0.83	0.88	
T1	0.82	0.73	0.89	0.90	0.82	0.87	0.87	0.87	0.91	
T2	0.80	0.69	0.87	0.89	0.79	0.85	0.85	0.85	0.90	
	78	79	80	81	82					
79	0.74									
80	0.72	0.88								
81	0.83	0.76	0.82							
82	0.83	0.83	0.83	0.93						
T1	0.86	0.85	0.85	0.90	0.96					
T2	0.83	0.83	0.83	0.89	0.95					

TABLE V-10

PLATOON LEADER LEADERSHIP EVALUATION (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS									
	114	115	116	117	118	119	120	121	122
115	0.70								
116	0.65	0.66							
117	0.67	0.60	0.66						
118	0.60	0.54	0.59	0.66					
119	0.62	0.57	0.61	0.68	0.81				
120	0.70	0.63	0.63	0.67	0.72	0.74			
121	0.58	0.52	0.54	0.60	0.75	0.72	0.66		
122	0.61	0.53	0.63	0.65	0.67	0.70	0.69	0.68	
123	0.66	0.58	0.55	0.69	0.65	0.67	0.67	0.62	0.66
124	0.70	0.62	0.57	0.68	0.68	0.69	0.70	0.69	0.65
125	0.64	0.54	0.57	0.65	0.69	0.71	0.68	0.66	0.68
126	0.60	0.50	0.53	0.65	0.68	0.68	0.64	0.62	0.68
127	0.67	0.57	0.61	0.70	0.72	0.74	0.68	0.70	0.69
T1	0.79	0.71	0.74	0.82	0.83	0.85	0.84	0.79	0.80
T2	0.78	0.70	0.72	0.80	0.82	0.83	0.82	0.77	0.79
	123	124	125	126	127				
124	0.73								
125	0.70	0.75							
126	0.76	0.69	0.74						
127	0.77	0.74	0.76	0.82					
T1	0.83	0.84	0.83	0.83	0.87				
T2	0.81	0.83	0.81	0.80	0.86				

TABLE V-10 CONT.

PLATOON LEADER LEADERSHIP EVALUATION (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS									
	114	115	116	117	118	119	120	121	122
115	0.84								
116	0.69	0.63							
117	0.77	0.66	0.79						
118	0.60	0.50	0.54	0.70					
119	0.69	0.57	0.57	0.73	0.92				
120	0.77	0.69	0.76	0.81	0.79	0.81			
121	0.54	0.39	0.44	0.59	0.86	0.84	0.60		
122	0.70	0.63	0.68	0.80	0.80	0.80	0.85	0.64	
123	0.81	0.69	0.64	0.83	0.70	0.73	0.80	0.56	0.74
124	0.87	0.77	0.61	0.78	0.69	0.78	0.79	0.64	0.78
125	0.80	0.68	0.65	0.84	0.74	0.81	0.81	0.63	0.82
126	0.80	0.65	0.62	0.84	0.70	0.77	0.77	0.60	0.76
127	0.80	0.65	0.67	0.90	0.80	0.84	0.80	0.71	0.78
T1	0.86	0.74	0.74	0.90	0.87	0.91	0.91	0.76	0.88
T2	0.85	0.72	0.72	0.89	0.84	0.88	0.89	0.71	0.86
	123	124	125	126	127				
124	0.85								
125	0.83	0.87							
126	0.89	0.83	0.86						
127	0.91	0.86	0.88	0.93					
T1	0.89	0.90	0.92	0.91	0.95				
T2	0.89	0.90	0.91	0.89	0.94				

TABLE V-10 CONT.

PLATOON LEADER LEADERSHIP EVALUATION (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

INDIVIDUAL LEVEL ITEMS

	114	115	116	117	118	119	120	121	122
115	0.72								
116	0.71	0.68							
117	0.69	0.64	0.73						
118	0.65	0.54	0.64	0.70					
119	0.67	0.56	0.67	0.69	0.83				
120	0.72	0.63	0.71	0.73	0.78	0.80			
121	0.57	0.51	0.59	0.59	0.74	0.72	0.68		
122	0.65	0.56	0.71	0.72	0.71	0.73	0.75	0.72	
123	0.68	0.61	0.68	0.71	0.68	0.70	0.71	0.65	0.73
124	0.71	0.67	0.69	0.71	0.74	0.73	0.78	0.70	0.73
125	0.66	0.58	0.65	0.68	0.76	0.77	0.75	0.70	0.73
126	0.65	0.54	0.67	0.70	0.72	0.75	0.71	0.67	0.73
127	0.68	0.58	0.68	0.70	0.74	0.75	0.74	0.73	0.74
T1	0.81	0.73	0.81	0.83	0.86	0.87	0.87	0.79	0.85
T2	0.79	0.70	0.80	0.82	0.84	0.85	0.86	0.78	0.84
	123	124	125	126	127				
124	0.75								
125	0.74	0.77							
126	0.77	0.72	0.77						
127	0.77	0.76	0.79	0.84					
T1	0.85	0.87	0.86	0.86	0.88				
T2	0.83	0.86	0.85	0.84	0.87				

TABLE V-10 CONT.

PLATOON LEADER LEADERSHIP EVALUATION (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD MEMBERS

PLATOON LEVEL ITEMS										
	114	115	116	117	118	119	120	121	122	
115	0.89									
116	0.91	0.82								
117	0.86	0.79	0.82							
118	0.79	0.65	0.72	0.81						
119	0.81	0.69	0.79	0.82	0.95					
120	0.91	0.77	0.84	0.88	0.90	0.91				
121	0.69	0.58	0.62	0.68	0.89	0.86	0.81			
122	0.85	0.70	0.85	0.84	0.87	0.91	0.92	0.84		
123	0.84	0.72	0.77	0.88	0.78	0.80	0.87	0.71	0.84	
124	0.90	0.79	0.86	0.86	0.87	0.90	0.92	0.76	0.89	
125	0.85	0.72	0.84	0.81	0.88	0.92	0.91	0.81	0.92	
126	0.87	0.74	0.83	0.86	0.86	0.87	0.89	0.79	0.88	
127	0.88	0.75	0.83	0.88	0.89	0.91	0.94	0.82	0.90	
T1	0.93	0.81	0.88	0.90	0.92	0.94	0.97	0.84	0.95	
T2	0.92	0.79	0.87	0.90	0.91	0.94	0.96	0.82	0.94	
	123	124	125	126	127					
124	0.84									
125	0.84	0.92								
126	0.89	0.88	0.91							
127	0.89	0.92	0.93	0.97						
T1	0.90	0.96	0.96	0.95	0.97					
T2	0.89	0.95	0.94	0.94	0.97					

TABLE V-11

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS									
	111	112	113	114	115	116	117	118	119
112	0.78								
113	0.55	0.66							
114	0.77	0.77	0.65						
115	0.71	0.67	0.56	0.71					
116	0.76	0.68	0.62	0.77	0.85				
117	0.79	0.71	0.61	0.78	0.77	0.82			
118	0.63	0.58	0.48	0.61	0.80	0.80	0.74		
119	0.69	0.60	0.64	0.69	0.73	0.78	0.79	0.73	
120	0.66	0.61	0.54	0.68	0.63	0.71	0.76	0.59	0.70
121	0.73	0.64	0.43	0.67	0.65	0.67	0.74	0.66	0.63
122	0.73	0.67	0.53	0.76	0.69	0.74	0.76	0.68	0.67
123	0.74	0.63	0.46	0.71	0.74	0.77	0.76	0.71	0.73
124	0.75	0.68	0.51	0.73	0.75	0.80	0.80	0.75	0.75
T1	0.85	0.79	0.66	0.85	0.85	0.90	0.89	0.82	0.85
T2	0.84	0.78	0.64	0.84	0.84	0.89	0.90	0.79	0.83
	120	121	122	123	124				
121	0.76								
122	0.79	0.79							
123	0.73	0.69	0.79						
124	0.78	0.73	0.80	0.91					
T1	0.82	0.81	0.86	0.87	0.90				
T2	0.81	0.79	0.85	0.85	0.89				

TABLE V-11 CONT.

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 BASELINE QUESTIONNAIRE, SQUAD LEADERS

PLATOON LEVEL ITEMS									
	111	112	113	114	115	116	117	118	119
112	0.79								
113	0.50	0.48							
114	0.76	0.76	0.59						
115	0.57	0.58	0.42	0.60					
116	0.58	0.55	0.50	0.65	0.85				
117	0.78	0.68	0.61	0.63	0.56	0.66			
118	0.44	0.36	0.37	0.35	0.71	0.79	0.59		
119	0.64	0.57	0.66	0.70	0.67	0.75	0.68	0.60	
120	0.74	0.70	0.51	0.65	0.57	0.59	0.78	0.48	0.60
121	0.76	0.74	0.45	0.75	0.61	0.69	0.68	0.54	0.63
122	0.73	0.71	0.65	0.75	0.53	0.57	0.68	0.45	0.62
123	0.65	0.75	0.43	0.72	0.71	0.77	0.68	0.62	0.75
124	0.73	0.76	0.51	0.73	0.71	0.75	0.79	0.64	0.79
T1	0.85	0.78	0.66	0.86	0.76	0.82	0.82	0.64	0.86
T2	0.80	0.79	0.61	0.81	0.76	0.82	0.82	0.65	0.81
	120	121	122	123	124				
121	0.79								
122	0.74	0.81							
123	0.70	0.76	0.65						
124	0.79	0.80	0.74	0.89					
T1	0.78	0.85	0.81	0.85	0.90				
T2	0.80	0.84	0.80	0.86	0.91				

TABLE V-11 CONT.

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

INDIVIDUAL LEVEL ITEMS

	112	113	114	115	116	117	118	119	120
113	0.76								
114	0.72	0.77							
115	0.80	0.74	0.76						
116	0.70	0.70	0.68	0.78					
117	0.64	0.70	0.65	0.76	0.82				
118	0.71	0.71	0.68	0.76	0.84	0.83			
119	0.56	0.66	0.65	0.68	0.80	0.74	0.73		
120	0.75	0.69	0.72	0.72	0.72	0.73	0.72	0.59	
121	0.76	0.73	0.66	0.76	0.59	0.66	0.65	0.55	0.64
122	0.76	0.72	0.73	0.74	0.72	0.74	0.73	0.67	0.67
123	0.72	0.62	0.70	0.65	0.69	0.74	0.74	0.63	0.67
124	0.75	0.69	0.66	0.75	0.68	0.69	0.77	0.59	0.68
125	0.79	0.67	0.71	0.73	0.69	0.68	0.76	0.59	0.69
T1	0.87	0.84	0.83	0.89	0.84	0.87	0.87	0.77	0.85
T2	0.85	0.82	0.82	0.86	0.85	0.84	0.87	0.75	0.80
	121	122	123	124	125				
122	0.82								
123	0.65	0.82							
124	0.71	0.74	0.71						
125	0.75	0.78	0.76	0.89					
T1	0.83	0.89	0.85	0.87	0.87				
T2	0.80	0.87	0.82	0.84	0.86				

TABLE V-11 CONT.

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 AT THE INDIVIDUAL AND PLATOON LEVELS
 PRE QUESTIONNAIRE, SQUAD LEADERS

PLATOON LEVEL ITEMS									
	112	113	114	115	116	117	118	119	120
113	0.67								
114	0.72	0.79							
115	0.84	0.66	0.76						
116	0.59	0.71	0.67	0.58					
117	0.63	0.76	0.71	0.73	0.85				
118	0.65	0.80	0.77	0.67	0.85	0.87			
119	0.47	0.62	0.70	0.55	0.82	0.80	0.80		
120	0.81	0.67	0.71	0.80	0.68	0.75	0.67	0.58	
121	0.81	0.67	0.66	0.81	0.46	0.59	0.57	0.41	0.68
122	0.82	0.68	0.74	0.81	0.61	0.72	0.61	0.60	0.77
123	0.75	0.59	0.71	0.75	0.59	0.72	0.62	0.61	0.74
124	0.83	0.76	0.73	0.79	0.69	0.77	0.74	0.57	0.83
125	0.87	0.73	0.78	0.80	0.64	0.73	0.71	0.58	0.80
T1	0.88	0.82	0.86	0.89	0.79	0.87	0.84	0.73	0.88
T2	0.85	0.81	0.84	0.86	0.77	0.86	0.83	0.71	0.85
	121	122	123	124	125				
122	0.85								
123	0.69	0.85							
124	0.77	0.83	0.79						
125	0.85	0.89	0.83	0.93					
T1	0.83	0.90	0.86	0.92	0.93				
T2	0.79	0.88	0.83	0.90	0.92				

TABLE V-12

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE									
	87	88	89	90	91	92	93	94	95
88	0.75								
89	0.43	0.52							
90	0.61	0.61	0.68						
91	0.68	0.50	0.40	0.46					
92	0.60	0.58	0.45	0.49	0.66				
93	0.69	0.70	0.53	0.69	0.68	0.82			
94	0.18	0.19	0.34	0.24	0.39	0.67	0.49		
95	0.52	0.48	0.50	0.62	0.45	0.59	0.60	0.34	
96	0.59	0.54	0.38	0.58	0.38	0.39	0.60	0.22	0.45
97	0.62	0.51	0.34	0.62	0.50	0.52	0.70	0.26	0.62
98	0.84	0.69	0.48	0.55	0.70	0.70	0.70	0.39	0.60
99	0.79	0.79	0.37	0.50	0.66	0.59	0.71	0.20	0.53
100	0.84	0.78	0.46	0.65	0.69	0.65	0.77	0.27	0.50
T1	0.87	0.72	0.65	0.80	0.74	0.80	0.87	0.55	0.75
T2	0.82	0.77	0.58	0.74	0.70	0.76	0.87	0.39	0.67
	96	97	98	99	100				
97	0.80								
98	0.57	0.66							
99	0.59	0.60	0.87						
100	0.71	0.68	0.82	0.85					
T1	0.72	0.82	0.88	0.85	0.90				
T2	0.68	0.74	0.86	0.81	0.87				

TABLE V-12 CONT.

PLATOON LEADER EVALUATION LEADERSHIP (EVALPL)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

PRE QUESTIONNAIRE									
	87	88	89	90	91	92	93	94	95
88	0.67								
89	0.47	0.52							
90	0.58	0.59	0.59						
91	0.52	0.60	0.63	0.64					
92	0.35	0.47	0.55	0.55	0.65				
93	0.73	0.69	0.61	0.71	0.74	0.67			
94	0.26	0.37	0.33	0.33	0.71	0.52	0.48		
95	0.49	0.63	0.63	0.61	0.56	0.65	0.68	0.27	
96	0.61	0.68	0.71	0.66	0.67	0.54	0.75	0.34	0.62
97	0.50	0.73	0.41	0.49	0.64	0.55	0.65	0.56	0.48
98	0.47	0.64	0.49	0.55	0.72	0.73	0.73	0.57	0.59
99	0.48	0.65	0.46	0.45	0.61	0.69	0.70	0.54	0.55
100	0.70	0.73	0.55	0.61	0.68	0.73	0.81	0.49	0.63
T1	0.71	0.79	0.67	0.76	0.80	0.77	0.86	0.55	0.77
T2	0.65	0.77	0.68	0.72	0.82	0.75	0.88	0.54	0.72
	96	97	98	99	100				
97	0.57								
98	0.58	0.80							
99	0.61	0.77	0.83						
100	0.66	0.74	0.82	0.87					
T1	0.79	0.79	0.84	0.81	0.89				
T2	0.78	0.76	0.82	0.79	0.88				

TABLE V-13

COMPANY COMMANDER EVALUATION LEADERSHIP (EVALCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

BASELINE QUESTIONNAIRE									
	106	107	108	109	110	111	112	113	114
107	0.55								
108	0.21	0.30							
109	0.53	0.46	0.41						
110	0.34	0.35	0.21	0.66					
111	0.42	0.29	0.26	0.72	0.90				
112	0.63	0.54	0.38	0.75	0.63	0.73			
113	0.28	0.07	-0.04	0.22	0.62	0.54	0.21		
114	0.46	0.50	0.22	0.62	0.71	0.74	0.56	0.49	
115	0.53	0.22	0.18	0.57	0.51	0.71	0.57	0.50	0.65
116	0.57	0.38	-0.07	0.24	0.42	0.41	0.37	0.54	0.49
117	0.47	0.38	0.28	0.57	0.69	0.77	0.57	0.64	0.54
118	0.52	0.38	0.22	0.54	0.62	0.71	0.54	0.54	0.64
119	0.42	0.37	0.12	0.42	0.65	0.73	0.50	0.65	0.77
T1	0.71	0.67	0.38	0.80	0.84	0.89	0.83	0.67	0.84
T2	0.60	0.50	0.28	0.72	0.78	0.85	0.75	0.54	0.78
	115	116	117	118	119				
116	0.47								
117	0.64	0.47							
118	0.78	0.60	0.83						
119	0.80	0.60	0.75	0.91					
T1	0.82	0.63	0.85	0.88	0.87				
T2	0.75	0.54	0.81	0.83	0.80				

TABLE V-13 CONT.

COMPANY COMMANDER EVALUATION LEADERSHIP (EVALCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON SERGEANTS

PRE QUESTIONNAIRE									
	106	107	108	109	110	111	112	113	114
107	0.93								
108	0.33	0.30							
109	0.60	0.53	0.27						
110	0.57	0.53	0.18	0.79					
111	0.70	0.76	0.20	0.73	0.88				
112	0.76	0.78	0.28	0.85	0.77	0.86			
113	0.48	0.53	0.11	0.68	0.82	0.81	0.75		
114	0.77	0.75	0.22	0.68	0.70	0.76	0.80	0.76	
115	0.67	0.75	0.15	0.69	0.70	0.83	0.84	0.71	0.82
116	0.48	0.53	0.02	0.42	0.33	0.42	0.46	0.36	0.35
117	0.60	0.63	0.28	0.71	0.79	0.78	0.87	0.80	0.79
118	0.53	0.54	0.22	0.64	0.83	0.86	0.74	0.82	0.75
119	0.82	0.84	0.34	0.64	0.71	0.87	0.84	0.68	0.83
T1	0.78	0.79	0.27	0.82	0.82	0.88	0.93	0.78	0.89
T2	0.78	0.80	0.27	0.78	0.82	0.91	0.92	0.78	0.86
	115	116	117	118	119				
116	0.49								
117	0.76	0.41							
118	0.77	0.37	0.79						
119	0.88	0.47	0.77	0.84					
T1	0.85	0.57	0.89	0.86	0.92				
T2	0.86	0.47	0.86	0.82	0.92				

TABLE V-14

COMPANY COMMANDER EVALUATION LEADERSHIP (EVALCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON LEADERS

BASELINE QUESTIONNAIRE									
	107	108	109	110	111	112	113	114	115
108	0.52								
109	0.07	0.34							
110	0.20	0.25	0.28						
111	0.58	0.33	0.06	0.15					
112	0.65	0.36	-0.17	0.20	0.69				
113	0.47	0.40	0.03	0.07	0.64	0.83			
114	0.51	0.27	-0.03	0.13	0.81	0.42	0.37		
115	0.29	0.51	0.55	0.49	0.22	0.20	0.35	0.25	
116	0.68	0.45	-0.12	0.19	0.59	0.76	0.64	0.48	0.21
117	0.46	0.42	-0.02	0.14	0.49	0.71	0.62	0.27	0.12
118	0.57	0.43	-0.05	0.17	0.49	0.70	0.53	0.36	0.09
119	0.55	0.32	0.06	0.15	0.84	0.76	0.64	0.63	0.22
120	0.47	0.29	-0.07	0.18	0.73	0.83	0.72	0.49	0.17
T1	0.71	0.63	0.22	0.57	0.81	0.82	0.77	0.62	0.57
T2	0.67	0.57	0.15	0.32	0.74	0.75	0.70	0.55	0.45
	116	117	118	119	120				
117	0.81								
118	0.72	0.81							
119	0.75	0.72	0.65						
120	0.75	0.77	0.69	0.93					
T1	0.76	0.76	0.70	0.84	0.81				
T2	0.75	0.68	0.65	0.80	0.75				

TABLE V-14 CONT.

COMPANY COMMANDER EVALUATION LEADERSHIP (EVALCC)
 ITEMS AND INTRA-SCALE CORRELATIONS
 PLATOON LEADERS

PRE QUESTIONNAIRE									
	107	108	109	110	111	112	113	114	115
108	0.62								
109	0.30	0.31							
110	0.64	0.46	0.34						
111	0.52	0.30	0.15	0.36					
112	0.58	0.42	0.08	0.44	0.71				
113	0.53	0.39	0.15	0.37	0.75	0.79			
114	0.42	0.30	0.25	0.33	0.72	0.52	0.56		
115	0.49	0.50	0.52	0.61	0.29	0.40	0.29	0.24	
116	0.63	0.34	0.15	0.68	0.66	0.58	0.48	0.46	0.43
117	0.61	0.45	0.25	0.51	0.76	0.70	0.67	0.65	0.40
118	0.73	0.50	0.25	0.56	0.77	0.77	0.67	0.66	0.43
119	0.76	0.47	0.30	0.63	0.73	0.68	0.58	0.61	0.47
120	0.73	0.46	0.24	0.62	0.72	0.73	0.62	0.60	0.45
T1	0.81	0.71	0.38	0.77	0.69	0.77	0.77	0.61	0.63
T2	0.78	0.56	0.33	0.67	0.73	0.74	0.68	0.63	0.58
	116	117	118	119	120				
117	0.74								
118	0.72	0.78							
119	0.74	0.82	0.88						
120	0.72	0.80	0.86	0.98					
T1	0.81	0.84	0.91	0.92	0.90				
T2	0.74	0.83	0.88	0.89	0.87				

APPENDIX W

RESULTS ON MEASURES OF PLATOON PERFORMANCE

Table W-1

Ratings of Platoon Performance

BN	CO	PLT	Rater		PLT
			OC	CC	
2	1	1	2.11	2.86	3.33
		2	1.75	2.83	3.40
		3	—	3.00	3.41
	2	1	2.20	3.50	3.24
		2	3.33	3.50	3.33
		3	2.60	3.00	3.54
	3	1	2.33	3.00	3.88
		2	2.13	3.00	3.38
		3	1.80	3.00	3.20
	5	1	2.67	4.00	3.22
		2	2.00	4.00	—
		3	2.33	4.00	3.75
3	1	1	—	—	3.00
		2	—	—	3.45
		3	—	—	3.09
	2	1	—	3.43	3.30
		2	—	3.43	3.50
		3	—	3.43	2.92
	3	1	—	—	3.31
		2	—	—	3.14
		3	—	—	3.03
	5	1	—	3.80	3.57
		2	—	4.00	3.23
		3	—	3.20	3.13
4	1	1	—	3.00	3.63
		2	—	3.00	3.11
		3	—	3.00	3.45
	2	1	—	—	2.86
		2	—	—	3.04
		3	—	—	3.14
	3	1	—	—	3.65
		2	—	—	3.66
		3	—	—	3.48
	5	1	—	3.83	3.56
		2	—	3.83	3.28
		3	—	3.43	3.37
5	1	1	—	2.80	3.10
		2	—	3.20	3.61
		3	—	3.40	2.90
	2	1	—	3.60	3.48
		2	—	3.20	3.22
		3	—	3.40	3.40
	3	1	—	2.80	3.07
		2	—	3.00	3.33
		3	—	3.20	2.94
	5	1	—	—	2.62
		2	—	—	3.00
		3	—	—	3.14

(Continued)

Table W-1 (Continued)

Ratings of Platoon Performance

<u>BN</u>	<u>CO</u>	<u>PLT</u>	<u>Rater</u>		
			<u>OC</u>	<u>CC</u>	<u>PLT</u>
6	1	1	2.44	2.80	3.25
		2	2.11	2.80	3.02
		3	1.72	2.80	2.84
	2	1	2.00	2.88	2.93
		2	2.00	2.88	2.24
		3	1.67	2.88	2.98
	3	1	1.42	2.50	3.17
		2	2.21	2.75	2.93
		3	1.89	2.33	—
	5	1	2.00	—	2.97
		2	1.63	—	2.32
		3	2.22	—	2.86

Table W-2

Summary of One-Way ANOVAs for Platoon Performance Ratings by Battalion

<u>Rater</u>	<u>df</u>	<u>F</u>	<u>Sig</u>
Observer-Controllers	1,21	5.12	.03
Company Commanders	4,37	5.98	.001
Platoon Members	4,53	7.90	.001